

EMADLANGENI MUNICIPALITY

KZN253

FINAL IDP 2010/11

SECTION A: EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

1.1 Introduction and Purpose of the IDP Review

The State President, in his State President's State of the Nation Address, Outlined Apex Priorities for the rest of his term of office and these are summarized below:

1. The further acceleration of our economic growth and development;
2. Speeding up the process of building the infrastructure we need to achieve our economic and social goals;
3. Improving the effectiveness of our interventions directed at the Second Economy, and poverty eradication;
4. Enhancing the impact of our programmes targeting the critically important area of education and training;
5. Accelerating our advance towards the achievement of the goal of health for all;
6. Revamping the criminal justice system to intensify our offensive against crime;
7. Further strengthening the machinery of government to ensure that it has the capacity to respond to our development imperatives; and
8. Enhancing our focus on key areas in terms of our system of international relations, with particular focus on some African issues and South-South relations.

With the new multi-sectoral focus of the IDP, based on the DLG&TA's new IDP Guidelines, all of these priorities are addressed. Priorities 1 to 3 and 7 are directly addressed through the programmes, strategies and projects of the Municipality, while the remainder is addressed through the programmes of Sector Departments which are captured in Section E.

1.2 Background

The Emadlangeni Municipality undertook a review of its Integrated Development Plan (IDP) from end 2008 in order to achieve the following;

- To ensure that the document is still in line with the needs of the community.
- Inform the preparations of the annual budget.
- To teach other communities (which were previously not focused on in the past financial years) on the relevance of the IDP in the Municipality.

- Inform the relevant communities of the Municipalities integrated planning process; and
- Inform the institutional planning of the Municipality.

The IDP as a legislative requirement it has a legal status and it super cedes all other plans that guide development at local government level. It carries both the mission and vision for the Municipality with clear objectives and strategies linked to the term of office for Councilors.

The IDP for the period 2010/11 for Emadlangeni Municipality seeks to have the following impacts:

- A programme specifying the time frames for the different planning steps;
- Integrated and sustainable settlement;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- Environmental Sustainability; and
- Mechanisms and procedures for vertical and horizontal alignment and therefore a strengthening of inter-governmental relationships.

As part of the IDP preparation process, Council has resolved to establish an IDP Steering Committee which will comprise of the Emadlangeni Management Committee, Ward Councilors, which will act as a support to the IDP Representative Forum, the Municipal Manager and the IDP Manager.

The IDP Representative Forum (IDP RF) was constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP RF include the EXCO members, Councilors, Traditional leaders, Ward Committee Chairpersons, Senior municipal officials, Stakeholder representatives of organized groups, resource persons, other community representatives, National and Provincial Departments' regional representatives, NGO's, Parastatal organisations, Tourism Association and Agricultural Association.

During this comprehensive IDP process the main roles and responsibilities allocated to each of the role players have been set out.

Four major functions can be aligned with the public participation process namely:

- Needs orientation and prioritization;
- Appropriateness of solutions;
- Community ownership; and
- Empowerment.

The Emadlangeni Municipality seeks to actualize and make real the principles of the Constitution, the Freedom Charter and the KwaZulu-Natal's Citizen's Charter through the IDP. As such, through the IDP and its processes, the Municipality seeks to:

- Actively engage with citizens of the Municipality and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the area;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilize resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serve.

1.3 The Emadlangeni Municipality

In terms of answering the question of "Who are we?", the following is applicable:

Emadlangeni Local Municipality (KZ 253) surrounded by Newcastle East (52km), 68km west of Vryheid, South West from Dundee and North East from Volksrust/Wakkerstroom. It consists of a vast rural area when compared to other Municipalities in the District but has a low percentage of Economic Activity in the area.

Emadlangeni Local Municipality consists of approximately 1400 commercial farms areas surrounding the town. Table 1 provides a look at the key factors and figures of the Emadlangeni Municipality: Land Claims (ownership change) % of property under claim and unresolved. Kingsley.

In terms of the various statistics for the Municipality and the District, the STATSSA Census nation-wide in 2001 and it has in many cases proved to be inaccurate and the DLG&TA requested the use of the Community Survey of 2007 in this review process. In response to the problems associated with the 2001 Census data the Amajuba District Municipality undertook a Baseline Data study with funding from the Provincial Government.

Below is a table briefly summarizing the key facts and figures for the Municipality as per the Community Survey of 2007 and the Baseline Data Study. Additional information in this regard will be highlighted under the Analysis Phase of this report

Table 1: Summary of the basic facts and figures

Basic facts	Basic figures	
	Amajuba District Global Insight	IHS Global Insight 2008
Total population	502,162	40,316
Total number of households	110,817	7.063
Emadlangeni population as compared Amajuba District Municipality		8%
% of total population urbanized	58,6%	23,3%
% of total population living in rural areas	41,4%	76,7%
Age profile		
0-9	6.1%	21%
10-19	14.4%	18%
20-29	33.2%	21%
30-39	39.6%	14%
40-49	6.7%	11%
50+		15%
% Household with no income	17.7%	51.5%
HIV/AIDS rate in the District	ADM: 46% National HIV & Syphilis Prevalence Survey SA (2006)	ADM: 39.4% National HIV & Syphilis Prevalence Survey SA (2007)

(Sources: Stats S.A. Community Survey 2007 and Amajuba Backlog Study, 2005)

1.4 Priority Issues

In terms of answering the question of “What are the issues we face?” the following is applicable:

The following issues were identified as part of the IDP review and confirmed by management and councilors as applicable, namely:

Table 2: IDP Priority issues

		the IDP
	c Development	and E
	d Service Delivery	and E
	acilitation and Development	and E
	nal and Governance	and E to I
	l Planning	, D, E, I and J
	mental Management	D and E

The following issues listed below are critical developmental issue identified by different stakeholders within the municipality.

1. The inadequate living conditions of farm workers in terms of tenure security, the need for land and access to basic physical and social infrastructure.
2. The development of the economy through the stimulation of the tourism sector through training, funding and the development of marketing opportunities.
3. Lack of funding and vigorous awareness on HIV/AIDS through the local CBO's dealing with the Pandemic
4. The stimulation of the agriculture and SMME sectors through training, funding and the creation of development opportunities.
5. The lack of social services and infrastructure in the area especially at the satellites sub-satellites together with the associated basic infrastructure such as water and sanitation.
6. Linking highveld region economically and socially with town through integrated transport system and road networks.
7. The social and physical; impact of the lack of sound communication and communication systems such as telephones, radio and television.
8. The upgrading and provision of infrastructure according to the needs created by the newly developed spatial strategy.
9. The institutional and financial restructuring of the local municipality.

Addressing the needs of women, youth, disable and aged together with the development opportunities will serve as a guiding principle in each projects and programmes that will be implemented by the municipality.

1.5 Opportunities

In terms of answering the question of “What opportunities do we offer?” the following is applicable:

The following areas of growth potential have been identified in the IDP, namely:

- The further development of the Balele Nature Reserve at Utrecht;
- The development of the Emadlangeni fly-fishing Meander;
- The development of housing projects including the formalization of Kingsley, Groenvlei, Clouds End Housing, and Housing development in and around Utrecht (expansion of rates base);
- Soya production in Emadlangeni on large scale for processing at facilities being established near Newcastle;
- The further development of the dairy industry to focus on the export of milk, cheese, powder milk, yogurt and fruit juice at the facilities being established near Newcastle.
- Reviving of mining activities by assisting the applications of mining licenses in the area.

1.6 Sector Plans

In terms of answering the question of “What are we doing to improve ourselves?”, the following is applicable:

The following Sector Plans have been prepared by either the District or the Municipality since 2001 and are aligned to the IDP:

Table 3: Current Status of IDP Sector Plans

Sector Plan	Status	Comments
Integrated Environmental Programme	DM	To be reviewed. Promoting environmental friendly methods of waste disposal in area outside the urban area.
Environmental Management Plan	DM	Complete. The EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets.
Integrated Waste Management Plan	DM/LM	Complete. This plan investigated the potential for waste minimization and recycling as well as the potential alternatives to the current treatment and disposal regimes.
Cemetery Plan	DM	Complete. Apart from the implementation of the Cemetery Plan, a future focus identified for this plan will be to investigate the current status of unlicensed cemeteries in the ADM.
Public Transport Plan	DM	PTP provides a record of public transport services, routes facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM.
HIV/Aids Plan	DM	Complete. A policy document has been developed to guide all of Council's activities on HIV / Aids matters.
HIV/Aids Plan	LM	Identified as priority for preparation
Water Service Development Plan	DM	DM function
Tourism Development Plan	DM	This plan was prepared so as to put the district on a competitive edge in terms of its tourism attractions.
Tourism Signage Development Plan	DM	Tourism signage has been a major challenge that the DM has been faced with. The need was therefore identified to prepare a plan aimed at identifying gaps in tourism signage and area for upgrading so as to

		facilitate the free movement of tourists around the DM.
Battlefields Development Plan	DM	Complete. Since the Municipality is branded a the “Battlefields”, it has been the intension of the the DM to offer tourists a complete battlefields package.
LED Plan	DM	The Plan identified three potential growth sectors in the district as Agriculture, Commerce, Industry and Tourism.
LED Plan	LM	
Manufacturing Sector Plan	DM	
Agricultural Development Plan	DM	Identified as priority for further investigation at LM level
Electricity Supply Development Plan	DM	Implementation. Review to take place at local level to include solar systems
Disaster Management Plan	DM	Implementation
Disaster Management Plan	LM	Draft to be reviewed and adopted by Council
Performance Management System	LM	Being finalized for adoption
Municipal Infrastructure Investment Plan	DM	Identified as priority for preparation
Backlog Study	DM	Identified as a priority for further investigation at local level
Sports Facilities Sector Plan	DM	Sufficient for local level
Area based plan Land Reform	DM in preparation	To be completed by LGTA as a matter of urgency.

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

- The Section B incorporates information from the Sector Plans;
- The Sector Plans and their contents are summarized in the Section C of the IDP; and
- Section J and K include all projects identified in the Sector Plans.

1.7 Spatial Development Framework

In terms of the question “What can you expect from us over the next 5 Years?” the following is applicable.

The Municipality’s SDF summarises the key LED Projects as well as areas for capital project investment in terms of the settlement hierarchy.

Section D of the IDP contains a summary of the SDF and Annexure J.1 contains the full text and maps. The settlement hierarchy for the Municipality is summarized as follows:

Table 4: Emadlangeni Settlement Hierarchy for 2009/10

Settlement hierarchy	Area
Town	Utrecht (urban)
Service Hub or secondary node	Groenvlei
Service Satellite	Amantungwa Trust; and Kingsley.
Service sub-satellite	Nzima; Mabaso; and Blue Mountain.
Other settlements	Portion 9(of 6) of the farm Groothoek Number 152 has been identified as a node for development.

The approach that needs to be followed is that Emadlangeni Municipality together with Amajuba District Municipality balance the provision of basic services, with the need to create economic opportunities for Local Economic Development. With greater potential incomes and levels of employment, community members are better able to pay for services and this making the roll-out of services quicker and more effective.

1.8 The Performance Management System

In terms of answering the question of “How will our performance be measured?”, the Emadlangeni Municipality is in the process of reviewing its PMS and alignment with the IDP and Budget forms part of this process.

Section I of the IDP deals with the reviewed PMS. Section 2.4 under Section B deals with the structures created by the Municipality where the progress on the implementation of the budget and IDP are regularly presented to community members and interested parties.

1.9 The 2010/11 review

1.9.1 Issues to be addressed in the IDP review

The issues to be addressed in this round of the IDP Review are summarized as follows:

(i) Assessment issues

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2010/11, particularly during the “IDP Hearings” conducted by the COGTA; and
- Shortcomings and weaknesses identified through self-assessment.

(ii) Review of the Strategic elements of the IDP in terms of Priorities of Council and the Objectives of Management

- a. Review of the Strategic elements of the IDP; and
- b. Review of elements of the Spatial Development Framework.

(iii) Inclusion of new information where necessary

- a. Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA)
- b. Alignment of the IDP with newly completed Sector Plans at District Municipal level;
- c. Review of the Strategic elements of the IDP;
- d. The alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- e. The update of the Financial Plan, the list of projects (both internal and external funded), and the 3-year capital investment framework.

The following comments were received from the MEC for Cooperative Governance and Traditional Affairs on the 2009/10 IDP, namely:

Table 5: Comments from the MEC on the 2009/10 IDP

Focus Area	Rating out of 5	Response / Development off:
Municipal Transformation and Institutional Development	3	<ol style="list-style-type: none"> a. Portfolio committees' functions and roles not indicated b. Staff's capability of performing functions not indicated c. Institutional and financial restructuring to be explained more clearly. d. PMS to be developed
Service Delivery and Infrastructure Development	4	<ol style="list-style-type: none"> a. Emphasis to be placed on the competitive and comparative advantages of the municipality. Align this with the NSDP b. Identify social partners that can support LED. c. Institutional capacity of the municipality for implementation to be indicated. d. LED Strategy
Local Economic Development	4	<ol style="list-style-type: none"> a. Service Delivery Targets for 1, 3 and 5 years for own and sector departments and DM b. Sector departments' projects, planned, committed or already funded projects.

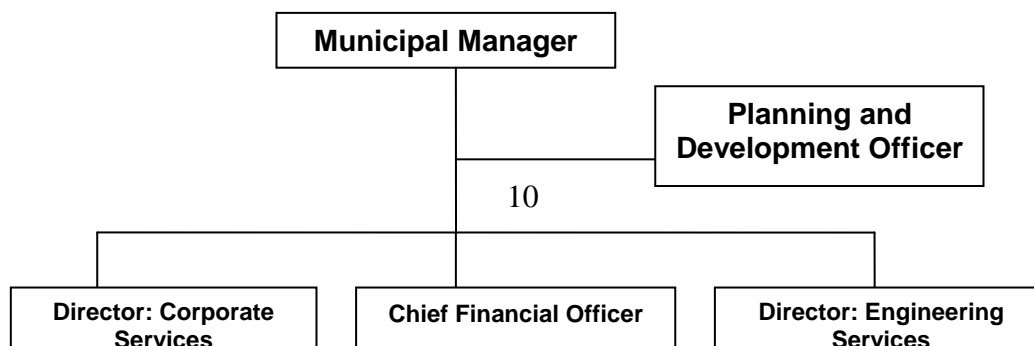
		<p>c. Include National, Provincial and District's infrastructure plans.</p> <p>d. Include an Indigent Policy (in place?)</p> <p>e. Financial Plan and Integrated Capital Investment Framework. Indicate capacity to deliver</p> <p>f. Expanded Public Works Programme. Urged to make use hereof and show in the IDP</p>
Financial Viability and Management	4	<p>a. Include the SDBIP in the IDP and revenue management and billing system</p> <p>b. Alignment of capital budget with goals, objectives and development strategies</p> <p>c. Respond to the latest Auditor General's opinion about the state of Municipal Financial Statement. Absence of the above renders it impossible to determine and assess the Municipality's financial management capacity.</p>
Good Governance and Public Participation	3	<p>a. Develop Communication Strategy and participation</p> <p>b. Develop relationship with other governance structures as well as various sectors of the economy.</p>
Spatial Framework	2	<p>a. Review SDF and provide adequate spatial analysis with specific reference to environmental matters</p> <p>b. LUMS status to be included</p> <p>c. Capital investment framework to be submitted in order to indicate expenditure in corridors and nodes</p>

1.9.2 Institutional Arrangements

(i) Departmental Structure

The institutional structure for the IDP is summarized below and an analysis of it is undertaken in Section B with the full organogram contained in Annexure K.1

Figure 1: Emadlangeni Institutional Structure



The position of the Planning and Development Officer is currently vacant. The Development Bank of Southern Africa (DBSA) is currently giving support to the Municipality through the Siyenza Manje program. A junior planner is in the employment of the Municipality on a full time basis and a mentor assists with capacity building to this post. This position will be filled in the new financial year. Additional support will be forthcoming through the Planning Shared Services model of the Department of Local Government and Traditional Affairs when contracts between the District Municipality and the 3 Local Municipalities are finalized.

The institutional structure is fully described in Appendices K2. The Heads of each department mentioned above, roles as well as responsibilities are directly linked to the Performance Management System in terms of Section 57 of the Municipal Systems Act. This in turn monitors and reports the performance as suggested in legislation.

(ii) IDP Representative Forum meetings

Emadlangeni's Integrated Development Planning Representative Forum (IDPRF) forms the basis for the overall public participation on the IDP. The Emadlangeni local community is represented widely in this forum and with sufficient attendance being experienced. This forum includes the following stakeholders; Councilors, Traditional representatives (Amakhosi), Ward committee representatives, Senior Municipal Officials, National and Provincial Departments (regional representatives) and NGO's. Listed below is the proposed IDPRF meetings as illustrated in the Process Plan.

In the table below are the dates of the proposed RF meetings as scheduled in the Process Plan as well as the actual meeting dates.

Table 6: IDPRF dates

Proposed date	Actual date
17 September 2010	17 September 2010
03 December 2010	03 December 2010
April 2011	April 2011
June 2011	June 2011

(iii) IDP Steering Committee meetings

The Integrated Development Planning Steering Committee (IDPSC) comprises of the Municipal Manager, Heads of Departments, Councilors and the IDP Manager. The Steering committee is responsible for the overall alignment, monitoring and evaluation of the review process. It is the technical and advisory support committee for the IDP.

Listed below are the proposed and actual dates set as per the Process Plan for the IDP Steering Committee.

Table 7: IDPSC dates

Proposed date	Actual date
23 August 2010	
20 October 2010	20 October 2010
April 2011	April 2011
May 2011	

(iv) IDP and Budget Public Participation meetings

The IDP and Budget Public Participation meetings served as consultation with the broad public. The meetings provided a platform to brief communities, receive comments from the public and suggestions that is considered in the 2010/2011 financial year. The table below consists of the proposed and actual dates of these meetings.

Table 8: Budget public meetings dates

Proposed Date	Actual Date	Area	Ward No.
October 2010	October 2010	Nhlazadolo Luthilunye	3 1
October 2010	October 2010	Mgundeni Groenvlei	1 4
November 2010	November 2010	Vaal Bank	4
November 2010	November 2010	Town Hall	2
November 2010	November 2010	Blue Mountain	4
November 2010	November 2010	Ndlamlenze	1
December 2010	December 2010	Ndwakazane Nkululekwani	3 1
December 2010	December 2010	Dorothea	1

(v) Joint Coordinating Committee

A newly formed committee with the following members – Municipal Mayor, Municipal Manager, Planning staff, 5 Traditional Councils as well as a representative of the Department of Local Government and Traditional Affairs will meet on a regular basis.

The IDP will form part of the agenda of the quarterly meetings and projects and the implementation thereof will be discussed.

(vi) Alignment with Service Providers

The alignment of the Emadlangeni IDP with support from Sector departments and their Medium Term Expenditure Frameworks (MTEFs) remains as crucial as suggested by COGTA. The following sector departments are roleplayers to the IDP process;

- Department of Health
- Department of Education
- Eskom
- Department of Public Works
- Department of Housing
- Department of Agriculture
- Department of Economic Development
- SEDA

- Department of Transport
- Amajuba District Municipality

More information on the different Departments functional plans, are as illustrated on the Project Prioritization of the Emadlangeni Municipality.

Service providers were formally invited to attend the RF meetings. Response has not been poor but the representatives are not staff involved in departmental planning and can thus only report on implementation currently undertaken and not forward planning by the department. Dependence on the District Municipality and COGTA for assistance in this regard is hereby declared and the final IDP will reflect the success of this path.

(vii) District Alignment with the Emadlangeni Municipality

Support from the Amajuba District Municipality in the overall alignment of the IDP review process is to be commended on. Two committees currently exist promoting this function i.e. IDP and PMS Committee and the Development Planning Forum. Meetings take place bimonthly with the IDP and PMS Committee ensuring alignment of the three local and the District's IDP. The Development Planning Forum addresses all other planning matters that includes the SDF, LUMS and statutory planning requirements.

(viii) Compliance with the Process Plan

A process plan was compiled as part of the IDP reviewing process and serves as a management tool in the reviewing of the IDP. The Process Plan, in accordance with the legislative requirements, set out the following:

- A programme identifying planning activities and associated timeframes;
- Mechanisms and procedures for participation and consultation;
- The institutional arrangements to manage the IDP; and
- Plans and planning requirements binding the municipality in terms of legislation.

1.10 Financial Plan

Emadlangeni Local Municipality identified twelve Municipal Priority Areas as part of the Turn Around Strategy, the following fall under Financial Viability and Management:

ITEM	ACTIVITY	RESPONSIBLE PERSON	TARGET DATE
1	Revenue enhancement Strategies: MANCO to review the enhancement strategy document	CFO / PDO	December 2010
2	Debtors Management: to do some major data cleansing on the current debtors book, be able to classify debtors according to their different categories. Eg: indigent, pensioners	CFO, MM and special committee to be formed by Council to review the register.	June 2010
3	Clean Audit: Special MANCO committee on audit qualification issues should be revived.	CFO, MM, all HOD's as well COGTA and Provincial Treasury to assist.	December 2010
4	Credibility and	CFO	December 2010

	transparency of Supply Chain Management: Develop a credible form to ensure compliance into a database that is compliant for 2010/11 financial year.		
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The following table summarises the income and expenditure for the Municipality in the next three year MTEF:

For the detailed Financial plan and SDBIP please refer to section H.

Table 9: Income and Expenditure

Year	Income	Expenditure
2008/9	R 26,054,691	R 26,021,961
2009/10	R 21,477,354	R 20,160,434
2010/11	R 23,757,222	R 21,845,197
2011/12		

SECTION B: SITUATIONAL ANALYSIS

2.0 SITUATIONAL ANALYSIS

2.1 Introduction

Emadlangeni Municipality (KZ253) is located in the Amajuba District Municipality in the North-western corner of KwaZulu-Natal. Emadlangeni's area is the biggest of the municipalities in the district and comprises 3539km². Newcastle (KZ252) and Dannhauser (KZ254) are respectively 1855km² and 1516km² in extent. Amajuba is therefore 6910km² in extent.

The main transportation route that link the district to the outer areas are the N11 (alternative route from Durban to Johannesburg but only a small section of this road borders on the western side of Emadlangeni) and the R34 that runs through the district from west to east divides Emadlangeni into northern (Utrecht, Groenvlei, Blue Mountain) and southern areas (Kingsley, Waterval). The railway line is the main link from Durban harbor to Gauteng but again passes Emadlangeni only on its western and southern borders. The railway link between Utrecht and Newcastle is no longer in use due to the decline in coalmining in Emadlangeni.

Emadlangeni has 5.26% of the total population for the district spread over 51.22% of the District's area. This relays to a 6.57 people per km².

The summary of the current reality for Emadlangeni Municipality:

Table 10: Basic facts and figures

Basic facts	Basic figures		
	Stats SA 2001	Amajuba District Backlog Study 2005	Stats SA Community Survey 2007
Total population	32 277	35 962	23 263
Total number of households	6 189	5 663	5 211
Amajuba District Municipality	468 037	491 102	442 266
% of total population urbanized	10%	19.6%	22.8%
% of total population living in rural areas	90%	80.4%	77.2%
Age profile			
0-9	11.50%	6.1%	22.1%
10-19	23.65%	14.4%	20.5%
20-29	38.55%	33.2%	18.6%
30-39	24.41%	39.6%	15.6%
40-49	4.54%	6.7%	9.0%
50+			14.1%
% Household with no income	39.28	17.7%	51.5%

Sources: Stats S.A. Community Survey 2007 and Amajuba Backlog Study, 2005 and Community Survey 2007)

2.2 IDP Process

2.2.1 Background

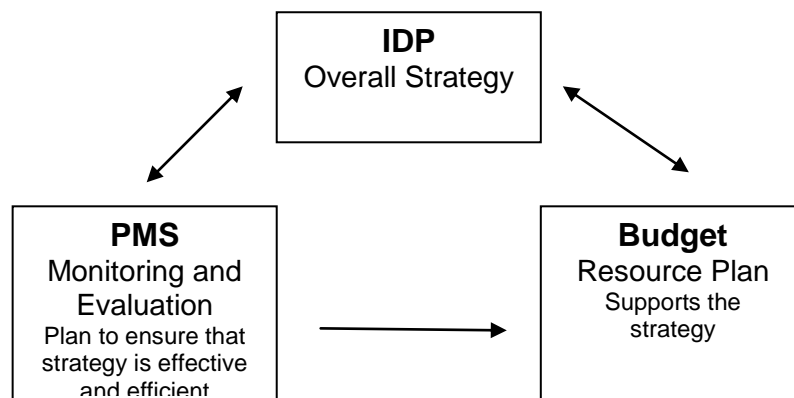
In terms of Section 25(1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council. This IDP is the second review of the second cycle of the IDP process and reviews the 2008/09 IDP.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision making activities in the municipality. The diagram below summarises how the three processes link with one another.

Figure 2: IDP, Budget and PMS linkages



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

2.2.2 Legislative Requirements

The Municipal Systems Act (Act 32 of 2000), together with the Local Government: Municipal Planning and Performance Management regulations, 2001 (R796 24 August 2001), set out the core components of the IDP's and the requirements for the public participation in their drafting.

The summarized core requirements for the IDP as per the Municipal Systems Act include;

- Long term vision
- Assessment of existing levels of services.
- Development priorities and objectives
- Development Strategies
- Operational Strategies

- Disaster Management Plan
- Spatial Development Plan (having guidelines for LUMS)
- Key Performance Indicators and Performance Targets
- A financial Plan (over a 3-year period).

2.2.3 Approach

The approach followed in the preparation of the IDP was again informed by the guidelines prepared by Department Provincial and Local government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrative, sustainable, issue-driven, people centered, practical and action oriented. The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:

Phase 1: Analysis

Phase 2: Development Strategies

Phase 3: Projects

Phase 4: Integration

Phase 5: Approval

The format of the IDP is for the first time fully aligned with the Oct 2007 guidelines and the report structured as follows:

Section A: Executive Summary

Section B: Situational Analysis

Section C: Development Strategies

Section D: High Level Spatial Development Framework

Section E: Sector Involvement

Section F: Implementation Plan

Section G: Projects

Section I: Financial Plan and SDBIP

Section J: Annexures

Areas to be addressed in IDP Review 2009/10 are:

(i) Assessment issues

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2008/09, particularly during the "IDP Hearings" conducted by DPLG and the DLG&TA; and
- Shortcomings and weaknesses identified through self-assessment.

(ii) Review of the Strategic elements of the IDP in terms of Priorities of Council and the Objectives of Management

- Review of the Strategic elements of the IDP; and
- Review of elements of the Spatial Development Framework.

(iii) Inclusion of new information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA)
- Alignment of the IDP with newly completed Sector Plans at District Municipal level;
- Review of the Strategic elements of the IDP;
- The alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the 3-year capital investment framework.

(iv) Comments received from the MEC for Local Government and Traditional Affairs on the 2008/09 IDP

2.2.4 Process Plan

Adding to the review of the IDP, a Process Plan was compiled and was approved by Council. All actions relate to the latter part of the 2010/2011 financial year and represented in the 2011/2012 Process Plan. The review process dealt with the following elements;

- i) The draft IDP document tabled for Council's consideration and adoption on the 14th of June 2010.
- ii) Updating the IDP document based on;
 - Comments from the MEC on the 2009/2010 IDP.
 - The alignment of the IDP with the PMS and the budget.
 - Updating the Municipality's Objectives and Strategies.
 - The councilors, municipal officials and the broad communities were consulted in the review process through the IDPRF and the IDP and Budget Public-Participation meetings.
- iii) Sufficient communication was kept with Municipal Councilors, Officials and the broad community and consultation during each phase through the Representative Forum meetings.
- iv) The submission of the Final IDP 2010/11 by the 09 July 2010 as stipulated by COGTA was taken into consideration in the Process.

COGTA has conducted a Best Practice meetings as part of its KwaZulu Provincial Integrated Development Planning. The meetings sought to empower Municipalities in order for them to share best practices, generate discussion on lessons learnt and identify a way forward to improve the development of the IDPs 2010/11.

2.2.5 Alignment Process

(i) Amajuba District Framework Plan

The Amajuba District prepared a Framework Plan as part of the IDP review process. The purpose of this framework is to bind and link the three Local Municipalities and the District Municipality in planning and development. The Framework Plan facilitated a process through which proper consultation, co-ordination and planning for the district was ensured.

Key areas for alignment identified for this year's IDP review were:

1. The alignment of the four Spatial Framework Plans and the inclusion of the Local Economic Development plans' initiatives;
2. The integration of the Sector Plans prepared at District level into the IDP;
3. Community participation alignment
4. Project specific alignment

(ii) District and Local alignment

The IDP and PMS Committee established during the 2007/08 review period remains the main vehicle for alignment between the District and Local Municipalities' IDPs.

(iii) Sector Department alignment

The KwaZulu-Natal Provincial Integrated Development Planning Assessment and Management Support Plan (the Management Plan) was prepared and adopted during the Planning Indaba on 18 September 08 attended by representatives of District and Local Municipalities in KZN. The aim of the Management Plan is to manage the IDP process in the Province and to support municipalities with the IDP process during 2008/09 - 09/10 Financial Year (FY).

The overall objective of the Provincial wide IDP process is to improve the quality and credibility of IDPs by focusing on the following priority Key Performance Areas, namely to:

1. **Capacitate, assist and guide Sector Departments to participate fully in the municipal IDP processes; and**
2. Ensure that IDPs contain the elements of a credible IDP set out in the revised IDP Credibility Assessment Framework.

The alignment of planning with Sector Departments was done with the assistance of the Amajuba DM. This year's information received from the Sector Departments was very limited and can be described as extremely insufficient. Project information made available by Departments at the Representative Forum meetings is summarized in Section E.

2.2.6 Comments on the IDP Review Document

During this phase of the review the Draft IDP was discussed with the Representative Forum during their meeting on 15 April 2010.

The 21 day advertising period will follow in April 2010 and comments from Service Providers and the MEC will be included in the final IDP 2010/11.

2.2.7 The Way forward for the 2010/11 Review

(i) The Provincial Assessment

The date of submission to COGTA is 09 July 2010.

(ii) The IDP Approval process

The approval process is as follows:

- The draft IDP was presented to the RF on 15 April 2010;
- The draft IDP and Budget was advertised for a 21 day period for public comment;
- The RF will consider the amended IDP with comments from the public in response to the advert on 15 April 10. The necessary amendments was made;
- EXCO will approve the IDP and recommend its approval to Council by the end June 2010;
- Council approved the Budget and the IDP before the end of May in accordance with the requirements of legislation.

2.3 Analysis of Basic Facts and Figures

2.3.1 Total Population

Table 11: Total Population

Area	Population			Households		
	2001	2007 Stats SA Community Survey 2007	2007 Global Insights Estimate	2001	2007 Stats SA Community Survey 2007	2007 Global Insights Estimate
Emadlangeni LM	32 277	23 263	39 561	6 187	5 211	6 905
Newcastle LM	332 981	327 637	360 190	71 164	77 786	82 938
Dannhauser LM	102 779	91 366	97 866	19 320	18 057	18 751
Amajuba DM	468 036	442 266	497 617	96 670	101 054	108 595

The population and household figures for 2001 and 2007 indicates some differences amongst the various data sources as far as trends are concerned. In terms of total population for Amajuba, the 2007 estimate based on the Stats SA Community Survey 2007 is 442 266, whereas the Global Insight estimate for 2007 is 497 617.

The 2007 estimates of the number of households for these two sources is 101 054 and 108 595 respectively. Although both sources indicate increases in the number of households between 2001 and 2007, the Stats SA Community Survey seems to indicate a decrease in population between 2001 and 2007. Over the same period this source indicates an increase in total number of households which would imply a significant decrease in average household size from 4.84 to 4.38 over this period. The Global Insight estimate for 2007 seems to provide a more plausible estimate in line with historical and expected population trends. These figures also indicate that, although the population growth rate has been declining from 1997 to 2007, an overall increase in actual population was experienced over this period (apart from Dannhauser LM).

The **population decrease for Emadlangeni** from 2001 to 2007 is +/- 9000 when looking at Stats SA's 2001 survey and 2007 Community survey. The household numbers have however increased as explained above and the implication for service delivery is 7 541 more points/households to be serviced.

Amajuba district as a whole has a moderate growth rate of 1.3% per annum. Population growth rate is moderated probably by the effects of HIV/AIDS (high mortality) and socio-economic development, particularly the improved education of women (lowered fertility).

2.3.2 Densities

The population density of the Amajuba DM (67.7 people per km²) is lower than the provincial average of 101.5 people per km².

Emadlangeni has an exceptionally low population density at 9 people per km². The population density of Newcastle is approximately 179 people per km² (2.5 times higher than the district density). These figures are also clearly related to the urbanization rate in the district. Amajuba had the highest urbanization rate in the province at a figure of 55.8%.

Emadlangeni's urbanization rate was however very low compared to Newcastle (74.8%) and Dannhauser (22.8%). The areas of high population density are only found in the nodes being Utrecht town, Kingsley and Groenvlei settlements.

2.3.3 Age Profile

Table 12: Age profile

Age	0-9	10-19	20-29	30-39	40-49	50+
-----	-----	-------	-------	-------	-------	-----

Emadlangeni LM	22.1%	20.5%	18.6%	15.6%	9.0%	14.1%
Newcastle LM	23.7%	22.4%	18.2%	12.8%	8.9%	14.0%
Dannhauser LM	27.3%	24.1%	16.3%	10.3%	8.2%	13.8%
Amajuba averages	24.4%	22.7%	17.8%	12.4%	8.7%	14.0%

Source: Statistics SA: Community Survey 2007

Emadlangeni's population has a very youthful age structure with 22.1% of the total population 9 years and younger. In addition 42.6% of the total population are 19 years and younger.

This youthful age structure corresponds with the District's as well as other districts in the province.

2.3.4 Gender Profiles

The gender structure for Amajuba District is slightly female dominated with 52.1% of the total population represented by females. The structure is very similar to most other districts in KZN.

Emadlangeni's gender structure is however male dominated at 55.7%.

Table 13: Gender profile

Gender	2001	2005	2007
Male	56.8	48.2	55.7
Female	43.2	51.8	44.3
Total	100	100	100

Source: Census 2001 and Amajuba Backlog study, 2005 and Stats SA Community Survey 2007

2.3.5 Educational Levels

Table 14: Educational levels

	Amajuba DM	Emadlangeni LM	Newcastle LM	Dannhauser LM
Higher Education	2.9	1.7	3.2	1.1
Diploma with Gr12	2.9	3.2	3.1	0.8
Diploma with less than Gr12	1.7	1.8	5.1	2.1
Certificate with Gr12	5.1	1.4	1.8	0.6
Certificate with less than Gr12	3.4	0.6	3.4	2.6
Grade 11 and 12	24.2	22.6	30.8	27.1
Grade 10	25.3	21.1	23.6	23.7
Primary Schooling	26.2	34.0	21.7	32.3
No Schooling	8.3	13.6	6.8	9.7

Source: Stats SA, Community Survey 2007

Similar to all other district municipalities in KZN, Amajuba DM is faces with the challenge of limited skills levels. Only 10.1% of the adult population older than 20 years of age in

Amajuba have some form of tertiary qualification after completing grade 12 (certificate, diploma or higher education). Of this percentage, only 2.9 is represented by higher education. Amajuba has the highest figure in this regard when compared to all other districts in KwaZulu Natal.

Emadlangeni's situation is not better with only 1.7% of the population older than 20 years of age with a higher education qualification.

Conversely, Amajuba DM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate). The figure is significantly lower than most other district municipalities in the province.

The comparative figures of the three local municipalities clearly indicates that the highest proportion of population with some form of tertiary education is concentrated in the Newcastle are with approximately 8.1% of the adult population with certificates, diplomas or degrees after grade 12. The percentage of the population without any form of schooling in Newcastle (6.8%) is also notably lower than the comparative figures for Dannhauser (9.75) and Emadlangeni (13.6%).

2.3.6 The Economy

It must be noted from the outset that the economy of Emadlangeni LM cannot be studied in isolation from the district's economy due to the limitations of the LM and the potentials of being part of the district and what it provides.

2.3.6.1 Total GDP

The Amajuba DM had the 4th largest Gross Domestic Product of the district municipalities in KZN at approximately R11.8 billion in 2007. It places the size of the local economy in the Amajuba District roughly in the same order of magnitude as the Ilembe DM and the Ugu DM.

Within the Amajuba DM, the bulk of the economic output takes place in the Newcastle LM which accounted for more than 88% of the total GDP in 2007 (R10.4 billion).

2.3.6.2 Economic Growth

The latest annual economic growth rate (measured in total GVA growth) in the Amajuba DM for the period 2006 to 2007 has been 4.2%. This growth rate is the 3rd highest in the province. The overall growth rate in Amajuba DM is largely influenced by the trends of the Newcastle LM which experienced economic growth rates very similar to that of the Amajuba DM as a whole.

Emadlangeni and Dannhauser LMs experienced significant negative growth over the period 1997 to 2002. Although recovering somewhat from 2003 onwards, the economic growth rate in these two local municipalities has fluctuated significantly up to 2007.

2.3.6.3 Gross Value Added according to Broad Economic Sectors (current prices)

The economy of the Amajuba DM is largely dominated by the manufacturing sector which accounted for 35% of the total GVA by 2007. Other important sectors at district level include the community services sector (22% of the total GVA), financial and business services (15.2%) and the trade sector (8.6%). The manufacturing output is mainly concentrated in the Newcastle LM representing a total of R3.5 billion worth of GVA in the district.

At the local level the following trends are evident:

- The manufacturing sector (38.2%) and the community services sector (21.2%) are the dominant economic activities in the Newcastle LM.

- Economic activities in the Emadlangeni LM is largely dominated by the agricultural sector accounting for 42% of overall GVA
- The main contributor to GVA in the Dannhauser LM is the community services sector (28.3%), manufacturing (19.6%) and mining (18.2%).

2.3.6.4 GVA per Capita (Current prices)

The total gross value added per Capita provides an indication of the average economic output used per person (total population) within a specified geographical area.

The Amajuba DM has the 3rd highest per capita GVA in the Province (R21 132). The GVA has shown a significant increase from R13 511 in 2002 to R21 132 in 2007. The GVA per capita at District level, as well as within all three local municipalities are notably lower than the average for KZN (R28 698 in 2007).

The GVA for Newcastle LM is more than double the figure for Emadlangeni LM (R11 499) and more than triple that of Dannhauser LM (R8 097).

Whereas the GVA per capita in Newcastle LM has shown a steady increase from 1996, the comparative figures in the Emadlangeni and Dannhauser LMs have remained relatively stable with only marginal increases over the same period.

2.3.6.5 Tress Index

The tress index indicates the level of concentration of diversification in an economy. It is estimated by ranking the nine sectors according to their GVA or employment, adding cumulatively and indexing them. A tress index of zero represents a totally diversified economy, while a number closer to 100 indicates a high level of concentration.

The tress index of the Amajuba DM is 55.8. This figure indicates that the district economy is exhibiting a fairly high level of concentration. The tress index of Amajuba DM increased from 46.3 in 1996 to 55.8 in 2007 which indicates that the economy has become more reliant on the smaller number of sectors over this period.

The tress index of all three local municipalities within the Amajuba DM is higher than the comparative figure for KZN Province indicating less diversified economy at local municipal level.

The tress index of 71 for Emadlangeni LM is indicative of the extensive reliance on the agricultural sector of the municipality.

2.3.6.6 Potentials and Constraints

The 2008/9 Amajuba DM IDP described the districts development potential and the factors that can constrain development as follow:

Sectors with the Highest Development Potential:

- Mining
- Agriculture
- Manufacturing, and
- Wholesale and Retail

Constraints to Development in Mining:

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Red tape frustrating development.

Constraints to Development in Agriculture:

- Lack of people with appropriate skills in the area;

- Poorly maintained access and internal roads in the area; and
- Unresolved land claims

Constraints to Development of Manufacturing as well as Wholesale and Retail

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Crime

Sectors under threat:

- Manufacturing, due to globalization. The Municipality's response to the threat is the preparation of a Sector plan and for this purpose the establishment of a coordination committee.

2.3.7 Labour Force

The unemployment rate for Emadlangeni is noted to be almost stable and lower than the rest of the locals in the District. However, the overall Municipality's unemployment rate has decreased from 2003 i.e. from 32.5% in 2003 to 27.9% in 2007. The female unemployment rate, on the other hand, has experienced a slight decrease as compared to males from 2003 onwards.

Table 15: Employment status

Individual Status	Males	Females
Employed	3231	2918
Unemployed	922	1237
Not economically active	1458	1858
Not applicable/Institutions	2758	168
Total	8369	6181

Source: Statistics SA Community Survey, 2007

According to the Community Survey of Stats SA 2007 the percentage of people living in poverty in Emadlangeni is 72.6%

Table16: People living in poverty

Year	% of Distribution
1996	55.8
2001	75.8
2005	80.1
2007	72.6

Stats SA Community Survey 2007

The table below indicates the occupation of the people employed in the Emadlangeni Municipal area. A very small number is professional people, the 'Elementary' sector is the highest with occupations in 'craft and related trades workers' as well as 'skilled agriculture and fishery workers' some of the highest categories.

Table 17: Occupation

Occupation	Males	Females
Legislators; senior officials and managers	388	71
Professionals	43	423
Technicians and associate professionals	35	53
Clerks	32	198
Service workers; shop and market sales workers	423	118
Skilled agricultural and fishery workers	400	204
Craft and related trades workers	474	205
Plant and machine operators and assemblers	284	63
Elementary occupations	817	1357
Occupations unspecified and not elsewhere classified	334	225
Not applicable/Institutions	5138	3263
Total	8369	6181

Source: Statistics SA Community Survey 2007

The table indicating the industry that people are employed in confirms the occupational information as agriculture, manufacturing and wholesale and retail trade as the major industries in the Municipality.

Table 18: Industry

Industry Classification	Males	Females
Agriculture; hunting; forestry and fishing	382	30
Mining and quarrying	30	25
Manufacturing	342	132
Electricity; gas and water supply	27	9
Construction	78	191
Wholesale and retail trade	283	234
Transport; storage and communication	150	276
Financial; insurance; real estate and business services	230	116
Community; social and personal services	119	581
Other and not adequately defined	532	958
Unspecified	1057	367
Not applicable/Institutions	5138	3263
Total	8369	6181

Source: Statistics SA Community Survey 2007

Total Number by Income Category:

11.7% of individuals between the ages 15 and 65 in the District earn approximately R1600 per household per month. As for Emadlangeni, the % of households which receive no income was 51.5% in 2007 which is an increase as compared to 2005 figures.

Table 19: Individual monthly income

Income Classifications	Males	Females
No income	2734	3230
R 1 - R 400	255	572
R 401 - R 800	641	813
R 801 - R 1 600	1039	718
R 1 601 - R 3 200	176	101
R 3201 - R 6 400	218	298
R 6 401 - R 12 800	344	223
R 12 801 - R 25 600	128	32
R 25 601 - R 51 200	16	16
R 51 201 - R 102 400	7	-
R 102 401 - R 204 800	-	-
R 204 801 or more	16	13
Response not given	163	133
Total	5736	6147

Source: Statistics SA Community Survey 2007

Table 20: Households with no source of income

	2001	2005	2007
% of Distribution	72.3	17.7	51.5

Source: Statistics SA Census 2001, Amajuba Baseline Data Study, 2005 and Statistics SA Community Survey 2007

2.3.8 Urbanisation

It is clear from the table below that urbanisation is also taking place in the Emadlangeni Municipal area as is the case throughout Amajuba SM. The drop from 90% in 2001 to 77% in 2007 represents a total movement of 13%. This is an indication that people are moving to cities for employment reasons and the fact that agriculture has decreased in the area due to unresolved land claims.

Table 21: Rural and Urban figures

Basic facts	Basic figures		
	Stats SA 2001	Amajuba District Backlog Study 2005	Stats SA Community Survey 2007
Total population	32 277	35 962	23 263
Total number of households	6 189	5 663	5 211
Amajuba District Municipality	468 037	491 102	442 266
% of total population urbanized	10%	19.6%	22.8%
% of total population living in rural areas	90%	80.4%	77.2%

Source: Stats SA 2001, Amajuba Backlog study 2005, Stats SA, Community Survey 2007

2.3.9 Migration Patterns

Table 21 shows a decrease of the population from 32 277 people in 2001 to 23 263 in 2007. This is a migration of approximately 9000 people. The same is evident in Amajuba as a

district and it is therefore an indication that people are not only moving within the district but also out of the district to seek work in other centres.

2.3.10 Indigent Population

The Municipality appointed service providers to review the Indigent register which will inform the indigent population.

The NSDP (2006, pp35-36) indicates that the people living below the minimal living levels are concentrated in the six metropolitan areas, the secondary port cities, large towns (in which Newcastle is located), and the more rural Bantustan areas (which covers the tribal areas in Dannhauser). Some 311 670 people in the ADM live below the MLL which at the time of the study was 55.39% of ADM.

The 2008/09 IDP indicated that Emadlangeni supported 290 registered indigents who benefit from free basic water and electricity. The people are mostly located in the former TLC area. ESKOM connected 800 households in the Amantungwa (land reform project) area.

2.3.11 Land Tenure Profile

Table 22: Land Redistribution Projects

PROJECT NAME	BENEFICIARIES	AREA (HA)
Menziwa	28	462
Amantungwa	600	5 400
Mgundeni	290	1 435
Ndlamlenze	285	3 351
Thekwane	267	1 382
Inkululeko yomphakathi	104	974
Shabalala	300	1 300
Nzima	285	3 300
Mabaso	290	1 435
Kingsley	300	6000ha

(Source: Korsman & van Wyk, 2003, p 24; and tables from the DLA, 2004)

Table 23: Labour Tennant Projects

PROJECT NAME	BENEFICIARIES	AREA (HA)
Boschoek	90	313
Uitkomst	50	1223
Zandspruit	22	330
Rondavel eSenzangani	20	280
Rondavel Zondo	31	140
Rondavel van Niekerk	7	19
Geluk	9	50
Leeuw	23	510
Esmere	22	271

(Source: DLA, 2004)

Housing Profile:

A high percentage for Emadlangeni inhabitants, reside in traditional dwellings or structures. This indicates a large number of individuals concentrated in rural areas. This also indicates a potential housing backlog within the Municipality. Adding to this, a large number of people live in brick structures on separate stands or yards but this figure is not as high as the former category.

Overall this indicates that the Municipality has a large area of land and mostly subserviced.

Table 24: Dwelling Type of Housing

Households	% of Distribution
House or brick structure on a separate stand or yard	38.0
Traditional dwelling/hut/structure made of traditional materials	47.7
Flat in block of flats	7.4
House/flat/room in back yard	1.1
Informal dwelling/shack in back yard	1.2
Informal dwelling/shack not in back yard	1.3
Other	3.4

Source: Statistics SA Community Survey 2007

2.3.12 HIV/Aids

The data for this section is in accordance with the Status Quo Report (Draft 1.2) for the study 'Alignment of IDPs of the Amajuba District with the NSDP'.

It is important to take note of the following:

- In 2006, Amajuba DM had the highest HIV prevalence estimates amongst antenatal clinic attendees in the province at 46%. This figure was well above the comparative figures for most of the districts in the province.
- The figure for Amajuba however decreased to 39.4% in 2007. Although still high, this figure is exceeded in at least three other districts in the province.
- The Amajuba DM has been the district with the strongest decrease in infection rate between 2006 and 2007 amongst all districts.
- The National HIV Prevalence Survey however only provides district level comparisons from 2006 onwards, and it was this not possible to trace trends at district level further back than 2006.

It is important to factor into planning the impacts associated with this epidemic. The epidemic, for example, will affect infrastructure planning by reducing the projected number of people, impact on households requiring services such as their ability to pay for these services and increase demand for health care facilities and social services.

KEY ISSUE

A NEED FOR CLINICS IN RURAL AREAS;
UPGRADING OF HEALTH CARE FACILITIES IN UTRECHT

A NEED FOR THE EVALUATION OF THE LOCALITY OF MOBILE CLINICS;
RELOCATE AMBULANCE SERVICES TO UTRECHT; AND
THE IMPACT OF HIV/AIDS.

2.4 Provision of Basic Infrastructure and Services

2.4.1 Introduction

The Emadlangeni area has an extensive area under its jurisdiction. Although infrastructure of good quality exists in town, minimum infrastructure exists in rural areas.

Five land reform areas are already identified in the municipality all of which need basic infrastructure. The land reform areas are the following, but the number of beneficiaries may vary from the figures indicated:

- | | | |
|------------------------------|---|---------------|
| ▪ Nzima | : | 285 families |
| ▪ Shabalala | : | 300 families |
| ▪ Mabaso | : | 290 families |
| ▪ Amantungwa | : | 1000 families |
| ▪ Inkululeko Yomphakathi | : | 104 families |
| ▪ Kingley / Community trust: | | 300 families |

2.4.2 Water

Amajuba District Municipality is the Service Authority & Uthukela Water is the Service Provider)

Urban Water Supply:

A water supply infrastructure is in a relatively good condition in Utrecht town.

The following priorities have, however, been identified for the urban areas (1-high and 10-low):

- Enlargement of Raw water sources storage capacity for winter months
(1)
(Enlarge storage dam); **(This has since been completed)**

The list below has been referred to the Water service Provider

- The replacement of water network due to high frequency of failure; (1)
- Water Demand Management System as stipulated by law; (5)
- Re-equipping of water purification works; and (3)
- Replacing of existing water meters with pre-paid meters.
(10)

Rural Water Supply:

Regarding the rural area, a pressing need exist to provide basic water supply.

Many households are still obtaining their water from rivers and boreholes. It must be noted that many of the rural households form part of the land reform projects and that provision of services, including water, should have been provided through the establishment grant. These funds have as yet not been budgeted for by the Department of Land Affairs and no clarity can be given to the municipality as and when this will happen.

According to Census 2001 the water supply backlog of the municipality was 58.53% as indicated in the table below. The backlog is calculated as a percentage of households that have a distance of further than 200m to walk to the source (boreholes, springs, rain tanks, dams/pools/stagnant water, rivers/streams, water vendors and other).

Table 25: Water

Households	1996	2001	2007
Dwelling	1049	1309	1753
Inside Yard	319	638	514
Community Stand	117	617	392
Community stand over 200m	-	537	
Borehole	329	706	707
Spring	1555	419	345
Rain Tank	46	80	141
Dam/Pool/Stagnant Water	-	389	277
River/Stream	-	1271	982
Water Vendor	-	97	40
Other	50	124	57
% backlog	57.09%	58.53%	

Source: Statistics SA Census 2001

Source: Statistics SA Community Survey 2007

According to the Amajuba Backlog study in 2005 the water supply backlog has increased from 58.53% to 71%. It must be noted that the figures generated by the Amajuba Baseline Data Study indicate that the water provision levels to RDP standards are worse than figures generated by the 2001 Census. This may be as a result of the new land reform settlements in the Utrecht area.

2.4.3 Sanitation

Statistics for a 3 year period of 1996, 201 and 2007, is available for sanitation provision in Emadlangeni Municipal area as indicated in the table below.

The figures indicate that in 1996 46% of households had no toilet facilities. The 2007 household survey indicate a drop to 24% of households having no access to toilet facilities.

22% of households were thus provided with access to toilet facilities from 1996 to 2007. Note that the households increased substantially over this period.

Table 26: Sanitation

Households	1996	2001	2007
Flush Toilet (connected to sewerage System)	1160	1124	1769
Flush Toilet (with septic tank)	-	572	193
Chemical toilet	-	103	-
Pit toilet with ventilation (VIP)	-	275	376
Pit toilet without ventilation	679	1755	1421
Bucket toilet system	36	33	-
None	1594	2324	1269
Total	3469	6186	5208

Source: Statistics SA Census data 1996 & 2001;
Stats SA Community Survey 2007

Table 27: Sanitation, household below basic level of service

Year	% of distribution
1996	66.6
2001	65.7
2007	51.7

Source: Stats SA Census 1996 & 2001 and Stats SA Community Survey 2007

According to the Amajuba Backlog study in 2005 the sanitation backlog has decreased from 66.5% to 15%.

A waterborne small bore sanitation system has been installed in the old town area known as Utrecht town, east of the R34 bypass, Goedhoop village and the 150 RDP houses in the Goedhoop area.

The area to the east of the bypass known as Bensdorp is still serviced by 10KL tralton/tankers and a need exists to convert the area to waterborne sanitation system as was done in town.

A need also exist in Utrecht town to provide water borne sanitation and to upgrade the oxidation pond system to a conventional system.

2.4.4 Source of Energy

The Statistics SA Community Survey 2007 data was used as source to indicate the energy use of households in the Municipality's area of jurisdiction.

2.4.4.1 Source of Energy for Lighting

41% of the population makes use of electricity as the main source for lighting. Therefore 59% of households are not electricity users.

The use of candles for lighting is however the most used form of energy at 53%.

Table 28: Source of energy for lighting for Households weighted

Category	KZN253: Emadlangeni Local Municipality
Electricity	2115
Gas	22
Paraffin	181
Candles	2743
Solar	15
Other	132
Total	5208

Source: Statistics SA Community Survey 2007

2.4.4.2 Source of Energy for Cooking

Electricity is not the main source of energy for cooking as only 38% indicated this source.

The highest use being wood as energy source for cooking, 43%. This is not an environmentally friendly situation and alternative sources should be identified.

Table 29: Source of Energy for Cooking

Category	KZN253: Emadlangeni Local Municipality
Electricity	1960
Gas	155
Paraffin	511
Wood	2233
Coal	297
Animal dung	52
Solar	-
Other	-
Total	5208

Source: Statistics SA Community Survey 2007

2.4.4.3 Source of Energy for Heating

Wood is again the highest source for heating at 46%. As stated above the use of wood is not environmentally friendly and this source will not be sustainable in the long run.

36% of Households indicate that electricity is used for heating.

Table 30: Energy for Heating for Households weighted

Category	KZN253: Emadlangeni Local Municipality
Electricity	1882
Gas	18
Paraffin	347
Wood	2402
Coal	461
Animal dung	41
Solar	-
Other	57
Total	5208

Source: Statistics SA Community Survey 2007

From the previous rounds of the IDP's, the following needs have been identified:

- A need previously identified still exists to upgrade the electrical supply system of the MV network and the replacing of the LT-overload wires with underground cable and bundle conductor.
- All departments of municipality need to pay for its electrical consumption. Most departments are currently subsidized by electrical department. This must in any case be done to conform to National Electricity Regulator requirements. The budget of approximately R18 000.00 for new meters and conge connector will be required.
- Conventional meters are to be upgraded or replaced with split phase prepaid meters as most are 25 years and older. It will cost approximately R450 000.00 over a period of 5 years.
- All conventional meters are to be changed to prepaid meters as an informal meter audit has shown. There is a 20% malfunction and or tampering of normal prepaid meters. In other houses, meters are allowing electricity to go through but the meters is faulty to consumers do not buy electricity.

- Eskom has approved a budget 2009/10 financial year to electrify a rural area at Amantungwa of approximately R10 million (funded by DME).

2.4.5 Refuse Removal

Emadlangeni has a comparative large number of households without access to formal refuse removal. The high levels of rural population within Emadlangeni Municipality contributes to the difficulty of providing this service. 47% of households reported that they have not got access to a formal dumpsite and have created their own dumping site and method. A mere 1.6% of households indicated that they make use of a communal refuse dump.

The above statistics indicate a desperate situation and a potential disaster environmentally wise. A high priority should be given to the environmentally sustainable management of waste.

Table 31: Refuse removal

Category	Distribution
Removed by local authority/private company at least once a week	1518
Removed by local authority/private company less often	260
Communal refuse dump	87
Own refuse dump	2458
No rubbish disposal	884
Other	-
TOTAL	5208

Source: Statistics SA Community Survey 2007

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba DM, dated 2003. The Solid Waste Plan recommended that the most viable refuse collection option was for the status quo to remain whereby there is no regional disposal site and that the local municipalities collect refuse in their municipal area.

The Amajuba District Municipality's IDP review 2008/09 proposed that a educational campaign be launched to teach and sensitize households re this subject. Emadlangeni supports this proposal.

2.4.6 Roads

According to the Amajuba Baseline study conducted in 2005 about 75% of the households have a basic level of road service and only 10% of households walk more than 5km or 30 minutes to the main road.

Table 32: Accessibility to roads per household

Standards	Household	% distribution
Below basic level of service (backlog)	572	10.1
Basic level of services	3998	70.6

Standards	Household	% distribution
Above basic level of service	1093	19.3
Total	5663	100

Source: Amajuba Baseline Data Study, 2005

According to a study, the poor conditions of the internal tarred roads were highlighted and a maintenance strategy put in place which has resulted in about 90% of the roads being re-sealed. A need exist to extend this study to include all gravel roads. The main roads through town, namely Voor and Van Rooyen streets, must be resurfaced.

A further need also exists to finalize the take over from the provincial roads department as the department is not maintaining the roads in town known as main roads.

The IDP has also identified the need to tar the Knight's Hill and Burger's Passes as well as the road from the erstwhile Utrecht TLC to Groenvlei and on to Wakkerstroom. The rural hinterland to the north of the municipality is fairly inaccessible as trucks cannot negotiate either of the passes. Once tarred, the northern timber growing areas of the municipality will be more strongly linked to the urban core.

R7 170 000.00 has been allocated for rural roads through the Municipal Infrastructure Grant to the Municipality for the 2010/11 financial period. On the 14th June 2010 Council held a workshop where one of the issues discussed included the expenditure of the MIG grant and how it was going to be distributed amongst the four wards. The results are illustrated below:

it was recommended that the following projects be identified as priority MIG by members according to the different wards :-

Ward 1

Project

value of Project

Kwamagidela/Kempslust
Amawela (rural road)
Ezihlabathini (KwaNzima)
Mgundeni Link access

R1.2million
R1.2million

Ward 2

Project

Value of Project

Siphintutuko crèche
Pedestrian Bridge/Echuba
River (Bloem/ Kloppe)
North Hill / Khyalethu

R750 000.00

R750 000.00
R1.25million

Ward 3

Project

Value of Project

Magdalena crèche
Hoogenoeg (rural road)
Inkululeko yomphakathi
Residential area (rural road)
Emxhakeni via school (rural road)

R750 000.00
R1.2million

2.4.7 Connectivity

Connectivity of the community of Emadlangeni is discussed in terms of access to computers and the internet as well as access to telephones (land line and cell phones).

The data was sourced from Statistics SA's community Survey 2007 as presented in the Status Quo Report (draft 1.2) as part of the 'Alignment of Integrated Plans of the Amajuba District with the NSDP).

Table 33: Access to Connectivity

Type of Telecommunication Infrastructure	% of Distribution
Access to internet	2.6%
Access to computers	8.3%
Access to telephones	12.3%
Access to cell phones	74%

Source: Statistics SA Census 2001

2.4.7.1 Internet

- Amajuba as a district compared to the other District Municipalities have a comparative figure of 3%. This implies that a very limited proportion of the population has internet connectivity within the district.
- At a local level the households in Emadlangeni has a connectivity of 2.6% with Newcastle and Dannhauser 3.3% and 1.6% respectively.

2.4.7.2 Computers

- The Amajuba District has the second highest proportion of household in the province with access to computers with a figure of 9.4%
- The Newcastle area has the highest proportion of households with access to computers with a figure of 11.1%. The comparative figures for Emadlangeni and Dannhauser are significantly lower at 8.3% and 2.2% respectively.

2.4.7.3 Telecommunications Infrastructure:

- The Amajuba DM has the second highest percentage of households with access to telephones in the province with a total of 14.3% of households.
- Emadlangeni has the second highest percentage of household with access to telephones of the LMs at 12.3%. The comparative figure for Newcastle and Dannhauser is respectively 17% and 3%.
- Unlike the situation with access to fixed line phones, a significant proportion of households in all district municipalities across the province have access to cell phones with Amajuba DM having the highest percentage at 75%.
- At a local municipality level, the proportion of households with access to cell phones are very similar ranging from 74% of households in Emadlangeni and Newcastle to a surprisingly high figure of 76.5% in Dannhauser.

2.4.8 Health Care Facilities

There is one hospital servicing Utrecht in the erstwhile TLC area and the municipality is in close proximity to the District Hospital at Madadeni. Access to hospital services is thus reasonable although many people are forced to travel more than 10km to make use of the facilities.

The clinic at Groenvlei is complete and operational. Mobile clinics also visit 35 points throughout the municipality. Although ambulances are dispatched from Newcastle, they now have a depot here at our own Niemeyer Memorial Hospital. This means response time has improved.

2.4.9 Education Facilities

There are 49 schools in the Emadlangeni municipal area with 19 schools offering Grades 1 to 7. According to the IDP, all schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation of teachers in the rural areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

KEY ISSUES

ADDITIONAL CLASSROOMS;
COTTAGE FOR TEACHERS;
UPGRADING WEAK AND VERY WEAK SCHOOL STRUCTURE;
BASIC INFRASTRUCTURE FOR SCHOOLS AND FENCING;
WATER,ELECTRICITY AND SANITATION
FEEDING SCHEMES
PRE-SCHOOL FACILITIES; AND
UPGRADING SCHOOLS TO OFFER GRADE 12.

2.4.10 Extended Public Works Programme

Rural Roads Projects is implemented in terms of the Extended Public Works Program and training of a skills group is in progress.

- A further business plan for rural roads is approved by MIG for the amount of R7,170,000.00 million for the 2010/11 financial period and will be implemented.

This is the extent of funding received by the Municipality and the participation in the Programme.

2.4.11 Community facilities

2.4.11.1 Cemeteries

A new cemetery site for Utrecht was established and registration completed.

A process of establishing a District cemetery commenced with the initial identification of the need for a cemetery and the decision that the cemetery is a District Municipality requirement. Window areas have been identified and prioritized with the decision to initially develop a cemetery in the window area with the highest priority. The exact site within the window area to be analyzed for the establishment of cemetery still needs to be identified. However, through Emadlangeni IDPRF and meetings with Amakhosi residing in Land Reform areas there were another six additional windows identified but subject to the geo-

tech study results. This was due to the sprawling nature in which people have been settled in farms and Land Reform areas and also to avoid extra cost for transporting the dead bodies. This process is still on-going and in planning phase.

2.4.11.2 Sports and recreation facilities

There are disparities with regards to sports grounds and community halls between the urban and rural areas and as it has been noted that many of the existing facilities are not maintained.

The Amajuba District Municipality has received funds from Department of Sports and Recreation for the development and upgrading of sports stadiums and requested local municipalities to prioritize projects. The Emadlangeni municipality has prioritized the following projects:

- Construction of a sport stadium in Bensdorp, Utrecht.

INFRASTRUCTRE KEY ISSUES
NEED MORE LOW COST HOUSING;
SLOW PROCESS TO RESOLVE LAND CLAIMS;
LACK OF INFRASTRUCTURE IN THE RURAL AREAS;
RAW WATER RESOURCES;
SUPPLY OF WATER TO RURAL AREAS;
SUPPLY OF ELECTRICITY TO RURAL AREAS;
UPGRADE SEWERAGE SYSTEM IN BENSDORP
UPGRADE RURAL ROADS;
RURAL CEMETERY PROGRAMME;
RURAL REFUSE REMOVAL FACILITIES;
ELECTRICITY LOSSES; AND
SPORTS GROUND AND COMMUNITY HALLS IN RURAL AREAS

Services provided at each settlement in Emadlangeni Municipality is reflected in the table below.

Table 34: Prevalence of facilities at satellite

PREVALENCE OF FACILITIES AT SATELLITES					
Type of Facilities	Groenvlei	Blue Mountain	Nzima	Mabaso	Kingsley
Police	<input type="checkbox"/>	x	X	x	<input type="checkbox"/>
Primary School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pension Payout	<input type="checkbox"/>	x	x	x	<input type="checkbox"/>
Crèche	<input type="checkbox"/>	x	x	x	x
Shops	<input type="checkbox"/>	x	x	x	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Clinic	X	x	x	x	x
Mobile Clinic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture	<input type="checkbox"/>	x	x	x	<input type="checkbox"/>
Sanitation at School	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Sport Facilities	X	x	x	x	x

PREVALENCE OF FACILITIES AT SATELLITES					
Type of Facilities	Groenvlei	Blue Mountain	Nzima	Mabaso	Kingsley
Community Hall	X	x	x	x	x
Taxi Rank / Market Place	X	□	x	x	□
Petrol	X	x	x	x	□

(Source: Korsman & van Wyk, 2003, p16)

2.5 Environmental Analysis

2.5.1 Environmentally Sensitive Areas

(i) WETLANDS

There are three wetlands of key importance in the Emadlangeni Municipality (Begg, 1989), namely:

- Groenvlei;
- Boschoffs Vlei; and
- Blood River Vlei.

These wetlands require conservation as they form an integral part of the catchments of the major river systems in the municipalities. Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval.

(i) SPECIAL ENVIRONMENTAL MANAGEMENT AREAS

The northern “highland” areas of the Balelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife ‘Systematic Conservation Plan for KZN’ and the Enkangala Grassland Trust ‘Enkangala Systematic Conservation Plan’ have identified large portions of the area above 1700 m north-east through to north-west (as far as Wakkerstroom) of Utrecht as being ‘irreplaceable’ or of very high national and provincial conservation value.

The highlands also form the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

(ii) MINE REHABILITATION

Mines which were identified as needing rehabilitation by SiVest (2003, p114)

- Welgedacht Colliery (Utrecht and Umgala Sections), now known as the KANGRA Coal Properties LTD; and
- Balgray Colliery

They have since been rehabilitated, In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be

carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

Policy stipulates the process for mine closures in order to be granted a certificate in terms of Section 12 of the Minerals Act, 1991. The objectives of mine closures are stated as follows:

- The safety and health of humans and animals are safeguarded from hazards resulting from mine operations.
- Environmental damage or residual environmental impacts are minimised to such an extent that it is acceptable to all involved parties.
- The land is rehabilitated to, as far as it is predictable, its natural state, or to a predetermined and agreed standard or land use which conforms with the concept of sustainable development.
- The physical and chemical stability of the remaining structures should be such that risk to the environment is not increased by naturally occurring forces to the extent that such increased risk cannot be contended with by installed measures.
- The optimal exploration and utilisation of South Africa's mineral resources are not adversely affected.
- Mines are closed efficiently and cost effectively.
- Mines are not abandoned but closed in accordance with this policy.

In ceasing operations, included in the EMP shall be a closure plan, which includes:

- The conditions for closure negotiated through the lead agent (the Department of Mineral and Energy Affairs) with the regulatory authorities;
- The manner in which the holder of a prospecting permit or mining authorisation intends dealing with its decommissioning and closure phases;
- The practical aspects of the execution of the requirements of the closure process which shall be negotiated on the basis of site specific BATNEE (Best (proven) Available Technology not Entailing Excessive Cost) as defined by the Aide-Memoir;
- The closure objectives
- Details of identified residual impacts including their synergistic effects, and
- Details of the financial arrangements for post-closure management or maintenance of rehabilitation measures, if required.

A number of mines in the area closed prior to the promulgation of this legislation. There is therefore a need for a more detailed study to be completed, which identifies the problematic mines as well include an assessment of the status and future plans of the District.

2.5.2 The District's Environmental Sector Plan

i) **The Amajuba Strategic Environmental Assessment (SEA)**

A Strategic Environmental Assessment (SEA) was prepared by the Amajuba DM as part of the 2010/11 IDP Review process. The SEA is a tool for integrating environmental issues into the formulation of plans and processes in the planning process. The SEA identified, amongst others, the following:

- Guiding principles for development;

- An environmental analysis including the strengths, weaknesses, opportunities, and threats;
- A proposed vision;
- Future development objectives;
- Strategies; and
- Business Plans.

This report was prepared at a District level so as to minimize duplication between the DM and the three LM's. The SEA information has been integrated into the municipality's Spatial Development Framework.

ii) **Environmental Management Plan (EMP)**

An Environmental Management Plan (EMP) was prepared by the Amajuba DM as part of the 2010/11 IDP Review process. The EMP identified:

- A statement on the environment;
- An identification of key areas for intervention; and
- Policies and strategies linked to a spatial plan.

In terms of the "Key Management Areas", the following were identified:

- Wetlands;
- Streams and rivers;
- Indigenous forests;
- Grasslands; and
- Wattled Crane nesting sites; and Oribi habitats.

Recommendations for the management of these areas are made.

The DM is still awaiting feedback from the Department of Agriculture and Environmental Affairs (DA&EA) with regards to its draft EMP. The Emadlangeni Municipality has integrated the EMP into its SDF.

5.3.2.1 KZN Wildlife C-Plan areas

The first product of the conservation planning analysis in C-Plan is an irreplaceability map of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value' which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units' ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

a. **Irreplaceability value – 0**

Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

b. **Irreplaceability value – 1**

These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets.

The Wattled Crane breeding grounds to the north of the erstwhile TLC area fall into this category within the municipality.

Recommendations:

- **Approach KZN Wildlife for approval of development prior to initiating any development.**
 - **EIA very definitely required and depending on the nature of the proposal unlikely to be granted.**
- c. Irreplaceability value > 0 but < 1**

Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets.

Recommendations:

- **Approach KZN Wildlife for approval of development prior to initiating any development.**
- **EIA required and depending on the nature of the proposed development, permission could be granted.**
- **When the municipality assesses applications for development the Department of Agriculture and Environmental Affairs Toolkit needs to be applied.**

2.6 Institutional Analysis

2.6.1 Staff Component of the Municipality

The municipality comprises of seven Councilors. The Council resolved to merge the Tourism, Culture and LED Portfolio committee with Planning and Development Committee.

The municipality consists of a workforce of **93 people** of which **52 are permanent , 34 contract workers and 7 temporary employees**. Eighty-two percent of the workforce is black and eighteen percent are white. The largest percentages (66%) of the white workforce are employed in the higher occupational levels whilst only 0.3% of the black population is from the higher occupational levels.

2.6.2 Committees

Currently there are 5 portfolio committees established by Council in terms of Section 79, of the Municipal Structures Act, 1998 namely:

- Transport, Safety and Security Portfolio Committee;
- Infrastructure/Technical Portfolio Committee;
- Finance Portfolio Committee;
- Tourism, Culture and LED Portfolio committee /Planning and Development Portfolio Committee; and
- Human Resources Portfolio Committee.

2.6.3 Employment Equity

The Municipality adopted an Employment Equity Plan on 1 July 2008. In the policy equitable representation goals and affirmative action objectives have been adhered to.

The Employment Equity Policy strives to undo the imbalances inherent in the employment profile.

The Plan is attached.

2.6.4 Skills Development and Human Resource Development Policy

The Municipality has adopted a Skills Development Plan as well as a Human Resource Development Policy and is currently implementing both.

2.6.5 Municipal Human Resources Strategy

The Municipality has adopted a Skills Development Plan as well as a Human Resource Development Policy and is currently implementing both.

2.6.6 Intergovernmental Relations Structures see IDP Amajuba

The following intergovernmental relations structures exist

- Mayoral Forum
- Municipal Managers Forum
- Amajuba Forum for LED established by District Municipality

2.6.7 Institutional Structures Created

The Institutional Structure has been adopted by the Council. There are four departments in the Emadlangeni Municipality, namely:

- Department of Engineering Services;
- Department of Corporate Services;
- Department of Financial Services; and
- The Office of Municipal Manager

The functions of these departments are set below.

Table 35: Departments and respective Functions

Department	Functions
Office of the Municipal Manager	Municipal Management; Municipal Planning (IDP and PMS); and Municipal Finance Management.
Corporate Services	Administration: it is responsible for child care facilities; billboards and display of advertisements in public places; licensing of dogs; licensing and control of undertakings that sell liquor to the public; facilities for accommodation; municipal administration; property administration; security and cleaning; libraries; human resources; legal services; business licenses; information technology; communication Protection: it is responsible for fire-fighting services; noise pollution; public places; street trading; traffic and parking; disaster management ; control of public nuisances; municipal public transport; public safety; motor licensing ;roadworthy testing; and municipal policing
Budget and Treasury Offices	Income: is responsible for Revenue Management; Debt Management and internal control. Expenditure: is responsible for expenditure management; procurement; materials; insurance; internal control and properties.
Engineering Services	Community services: is responsible for Building Regulations; Pounds; Local Tourism; Town Planning and Land use management; promotion of local economic development and facilitation of housing development. Electrical: is responsible for electricity and gas reticulation and street lighting. Civil Services: is responsible for air pollution; municipal airports; municipal public works; stormwater management; cemeteries; funeral parlours and crematoria; cleansing; fence and fences; burial of animals; local sports facilities;; markets; municipal abattoirs; municipal parks and recreation; municipal roads; and refuse removal, refuse dumps and solid waste.

2.6.8 Ward Committees

The Emadlangeni Municipal Council decided to participate in the Ward Committees in April 2005 in terms of resolution no A124/2005 dated 25 April 2005 and the MEC of Local Government and Traditional Affairs amended section 12 Notice of the establishment of the municipal council with ward system in terms of Resolution no. A322/2005 dated 24 October 2005. In March 2007, ward committee structures **were** officially established and they were launched in 14 April 2007. All has been noted to be operating fairly well. **However in the MTAS the following has been prioritized:**

ITEM	ACTIVITY	RESPONSIBLE PERSON	TARGETED DATE
1	Functionality of Ward Committees: to develop a policy, ward committee database and a skills audit for ward comm. Members must be trained	Director: Corporate Services	30 June 2011
2	Ward Committee plans must be developed for each ward and must be aligned to the IDP process.	Director: Corporate Services	30 June 2011
3	Ward comm.. meetings must take place atleast 4 per annum but the reimbursement must be done timeously to avoid challenges.	Director: Corporate Services	30 June 2011
4	To have a draft monitoring system in place	Director: Corporate Services	30 June 2011

2.6.9 Powers and Functions

The powers and functions of the Municipality are described in the table below.

Table 36: Powers and Functions

Function	Authorisations	Definition
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: <ul style="list-style-type: none"> ▪ Approval of building plans; ▪ Building inspections, and ▪ Control of operations and enforcement of contraventions of building regulations. If not already provided for in the national and provincial legislation.

Function	Authorisations	Definition
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.
Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to District Municipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:• Air pollution, Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:• Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quality of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
Schedule 5		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: <ul style="list-style-type: none"> ▪ Streets; ▪ Roads; ▪ Thoroughfares; ▪ Sanitary passages; ▪ Squares or open spaces; and/or

Function	Authorisations	Definition
		<ul style="list-style-type: none"> Private property.
Cemeteries, funeral parlours and crematoria	Yes	The establishment conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation , care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, , or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.

Function	Authorisations	Definition
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

2.7 Land Reform

The collective aim of land reform is to ensure the transfer of 30% of all agriculture land over a period of 15 years. Land reform is implemented through three programmes, namely:

- Land Restitution, which involves returning land (or otherwise compensating victims) lost since 19 June 1913 because of racially discriminated laws;
- Land Redistribution makes it possible for the poor and disadvantaged people to buy land with the help of a Settlement/ Land Acquisition Grant; and
- Land Tenure Reform is the most complex area of land reform. It aims to bring all people occupying land under unitary, legally validated system of landholding. It will devise secure forms of land tenure, help resolve tenure despite and provide alternatives for people who are displaced in the process.

Within each of these programs, a variety of products are offered with the latest product being the Land Redistribution for Agriculture Development (LRAD) which targets the redistribution of land for agricultural development. It is anticipated that more and more of the land reform projects in the municipality will be of this nature.

The District Municipality is to embark upon a Land Reform Sector Plan in the 2006/07 financial year. This plan will amongst others verify the information contained in the following sections and may identify additional projects to those listed below.

i) Land Redistribution

Emadlangeni currently has the largest number of land reform projects taking place within the Municipality which is seeing large portions of land being transferred to rural communities.

Many of the projects identified below correspond with the service satellites and service sub-satellites identified above. Future residential and associated social and economic development should be encouraged at the satellites and at strategic locations (i.e. Intersections and along major routes).

Table 37: Land Redistribution Projects

PROJECT NAME	BENEFICIARIES	AREA (HA)
Menziwa	28	462
Amantungwa	600	5 400
Mgundeni	290	1 435
Ndlamlenze	285	3 351
Thekwane	267	1 382
Inkululeko yomphakathi	104	974
Shabalala	300	1 300

PROJECT NAME	BENEFICIARIES	AREA (HA)
Nzima	285	3 300
Mabaso	290	1 435
Kingsley	300	6000ha

(Source: Korsman & van Wyk, 2003, p 24; and tables from the DLA, 2004)

ii) Labour Tenant Projects

A large number of projects have been registered by people living on individual farms which will have an impact on the provision of infrastructure and social services. **In the Municipal Turn Around Strategy under access to water, sanitation management and maintenance the following was identified as a priority:**

ITEM	ACTIVITY	TARGET DATE	RESPONSIBLE OFFICIAL
1	Emadlangeni to engage the District in terms of planning and communication	December 2010	Director: Engineering
2	Emadlangeni to engage with Dept of Water Affairs regarding the supply of water from Zaaihoek Dam.	May 2011	Director: Engineering

Korsman and van Wyk (2003, p 26) identify the following projects as being in the development process:

Table 38: Labour Tennant Projects

PROJECT NAME	BENEFICIARIES	AREA (HA)
Boschoek	90	313
Uitkomst	50	1223
Zandspruit	22	330
Rondavel eSenzangani	20	280
Rondavel Zondo	31	140
Rondavel van Niekerk	7	19
Geluk	9	50
Leeuw	23	510
Esmere	22	271

(Source: DLA, 2004)

iii) Restitution Projects

It has been very difficult to obtain up-to-date data on restitution projects. Korsman and van Wyk (2003, p 26) identify a total of 39 restitution claims in the Emadlangeni Municipality, of which are within the farming areas. Two of the claims have been validated; one has been indicated and non-compliant, whilst the remaining claims are under investigation. A claim for a vast portion of the Utrecht town is also at present under investigation.

2.8 Challenges Facing the Municipality

The information contained in this section is the Cause-Effect Analyses done as part of the alignment process of the Amajuba DM and the three LMs with the NSDP.

The key trends identified are discussed below and the applicability to Emadlangeni stated.

1.1 Growing economy but with narrow spatial base.

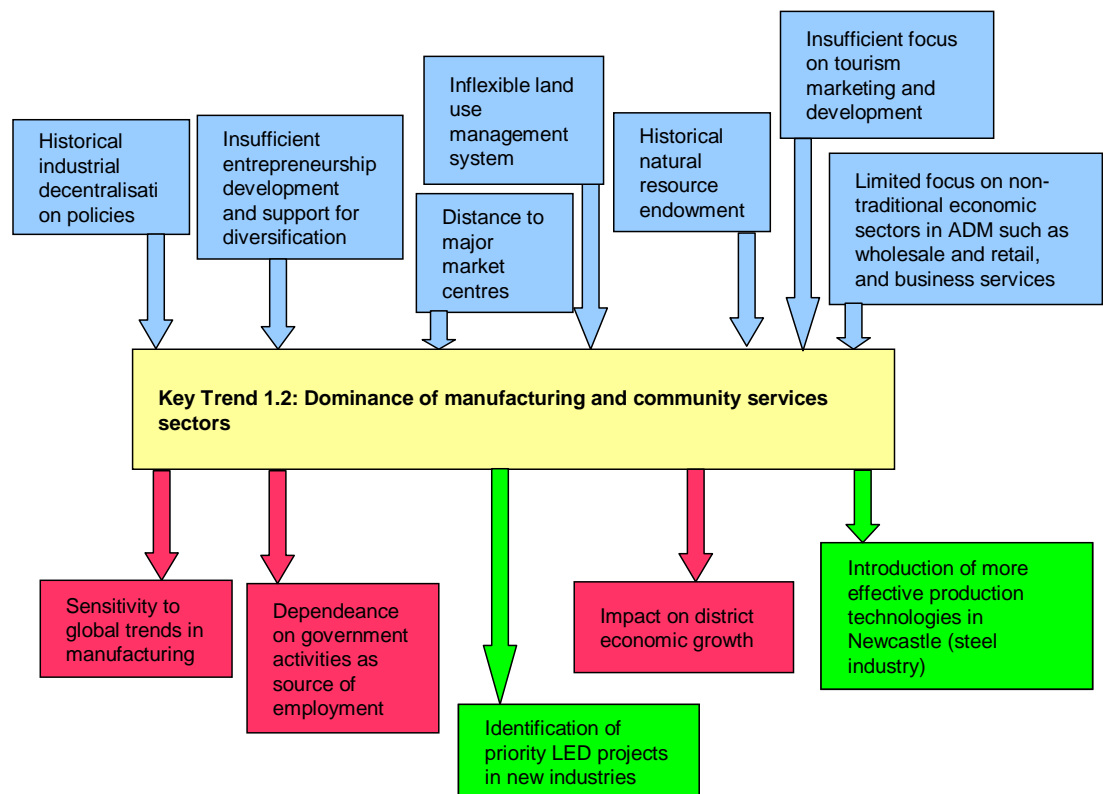
This trend is true and Emadlangeni is dependent on the declining agricultural sector.



1.2 Dominance of manufacturing and community services

This dominance is specifically relevant for Newcastle. Emadlangeni is however influenced by the impact this has at a district level.

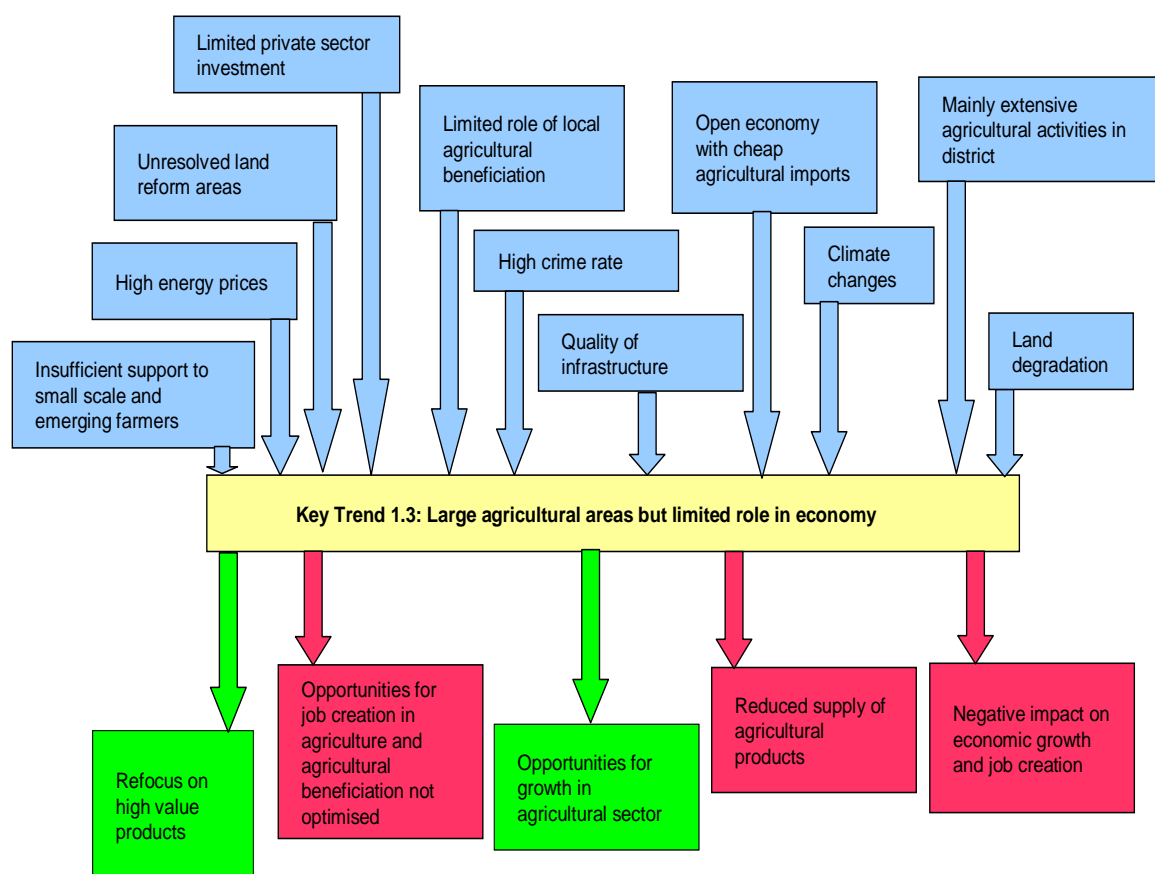
Emadlangeni is dependent on government activities as a strong source of employment.



1.3 Large Agricultural areas but Limited role in the economy.

Emadlangeni has huge areas of agricultural land and this trend is definitely influencing the municipality as the impact on job creation and economic growth is currently negative.

The opportunities for job creation in agriculture and agricultural beneficiation is not optimized. Together with the reduced supply of agricultural products this leads to negative economic growth. **It was identified in the Municipal strategy that there is no LED strategy to boost the economy of Utrecht, the municipality needs to submit the draft strategy as soon as possible and start of initiatives to boost the economy. According to our year planner there will be an LED workshop which is the first step to a better economy in Utrecht.**

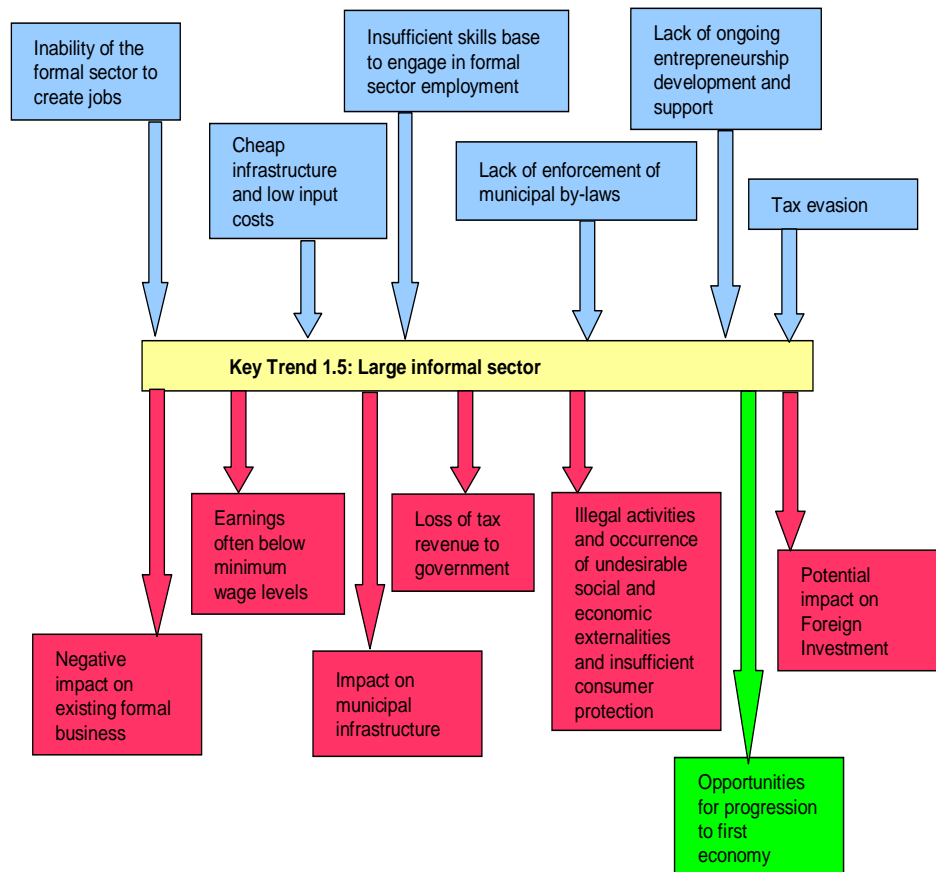


1.4 High (but declining) unemployment rate

The information below is true for Emadlangeni and the negative effects of unemployment very evident in the area.

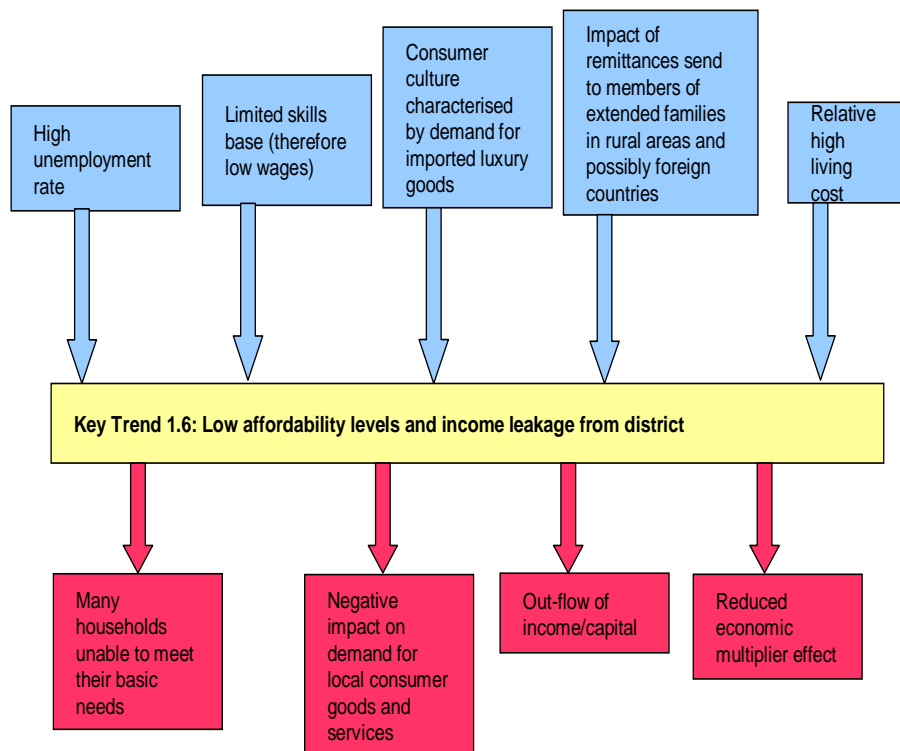
1.5 Large Informal Sector

Emadlangeni has an informal sector but the problems associated with the sector is not that prominent in Utrecht and other nodes as the case is in Newcastle. But this does not mean that the associated problems can be ignored.



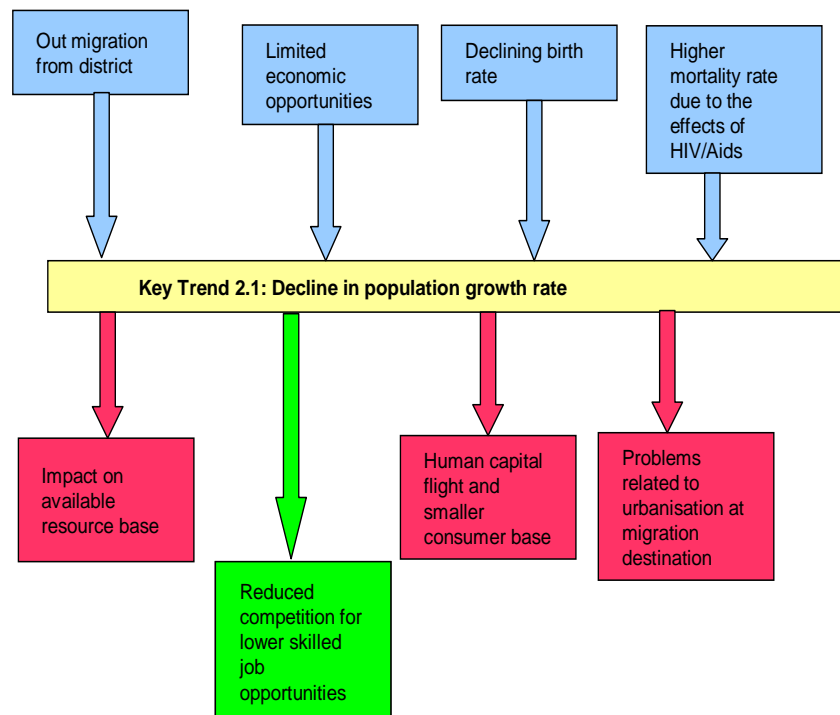
1.6 Low Affordability levels and income leakage from district

It is true that many households are unable to meet their basic needs and this has a negative impact on the demand for local consumer goods. A large number of business have closed down in Utrecht and money flows out of the town when people shop elsewhere.



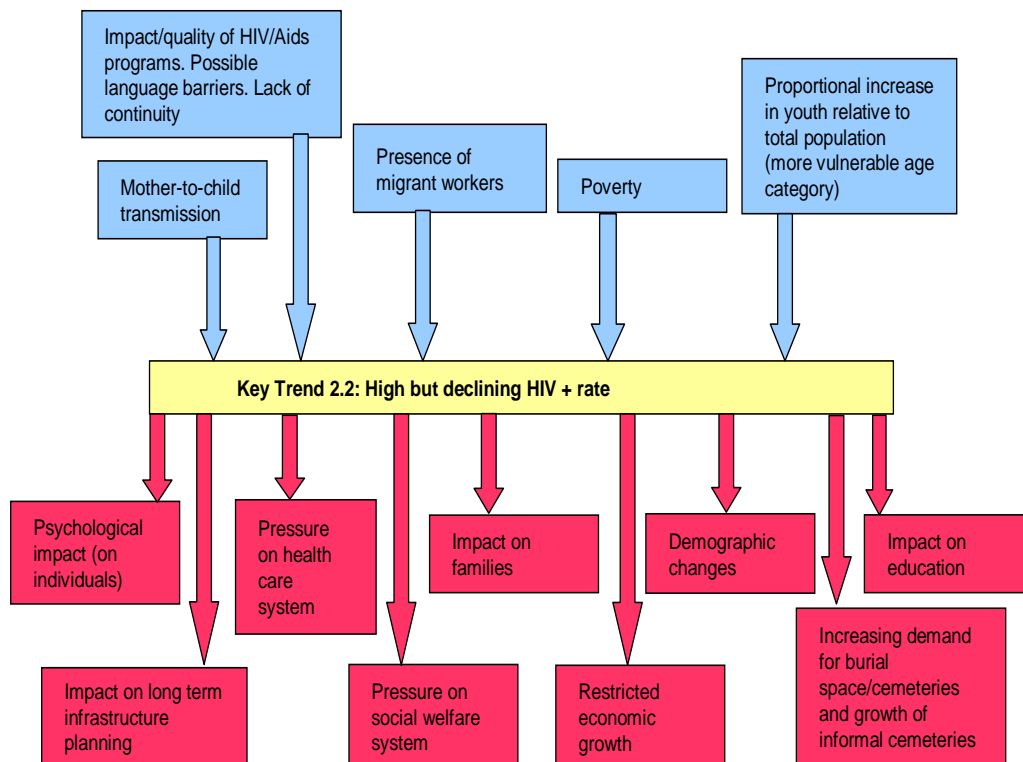
2.1 Decline in population growth rate

Population statistics show clearly that the population for Emadlangeni is growing at a slower rate. The reasons state here are out migration, limited economic opportunities, declining birth rate and a higher mortality rate due to the effect of HIV/Aids. The reasons ring true for Emadlangeni.



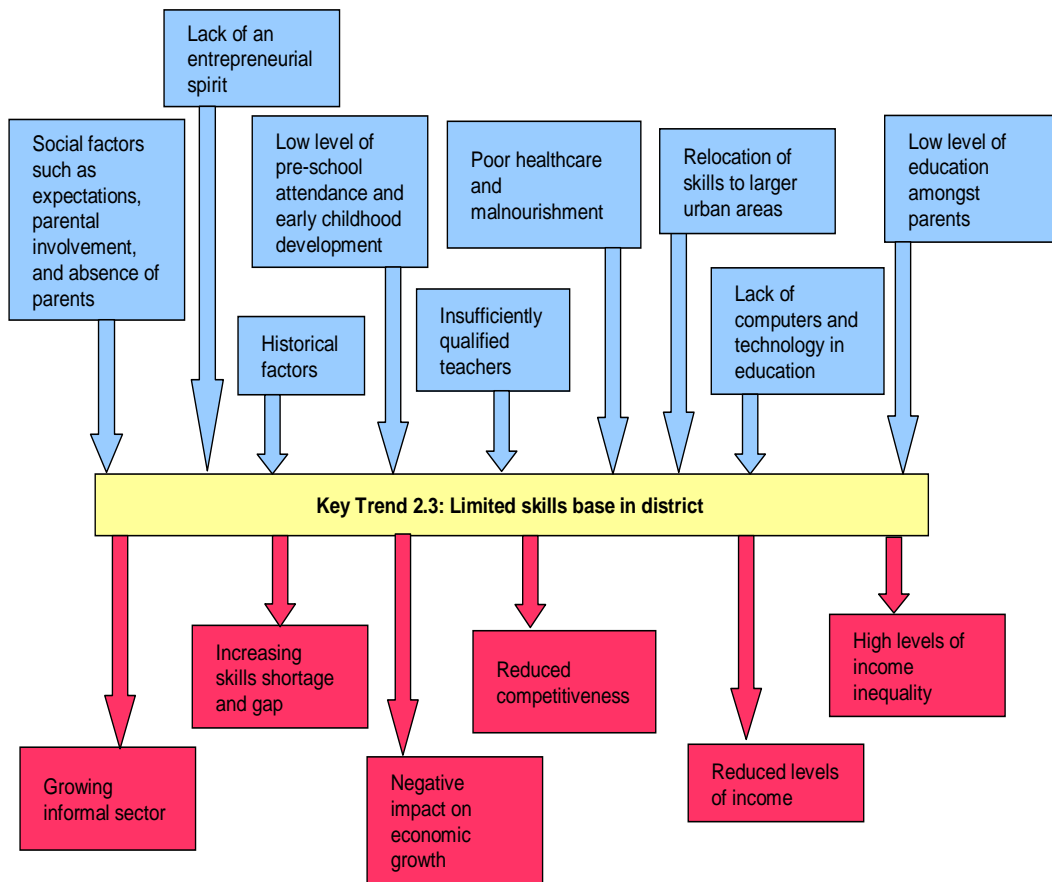
2.2 High but Declining HIV+ Rate

HIV/Aids is prevalent throughout KZN and Emadlangeni is not excluded from the illness and its impact.

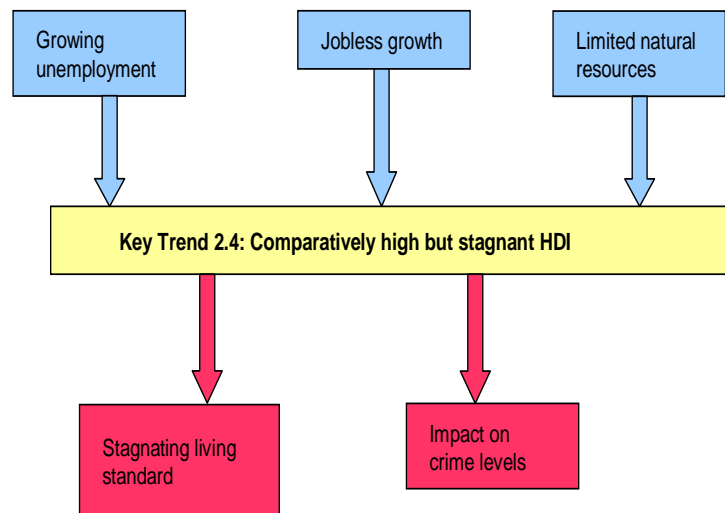


2.3 Limited Skills Base in the District

The education and skills level impacts on all the other or is in some way the cause of other trends. There is a huge responsibility on the Department of Education and the Local Authority to up the education level of our youth.

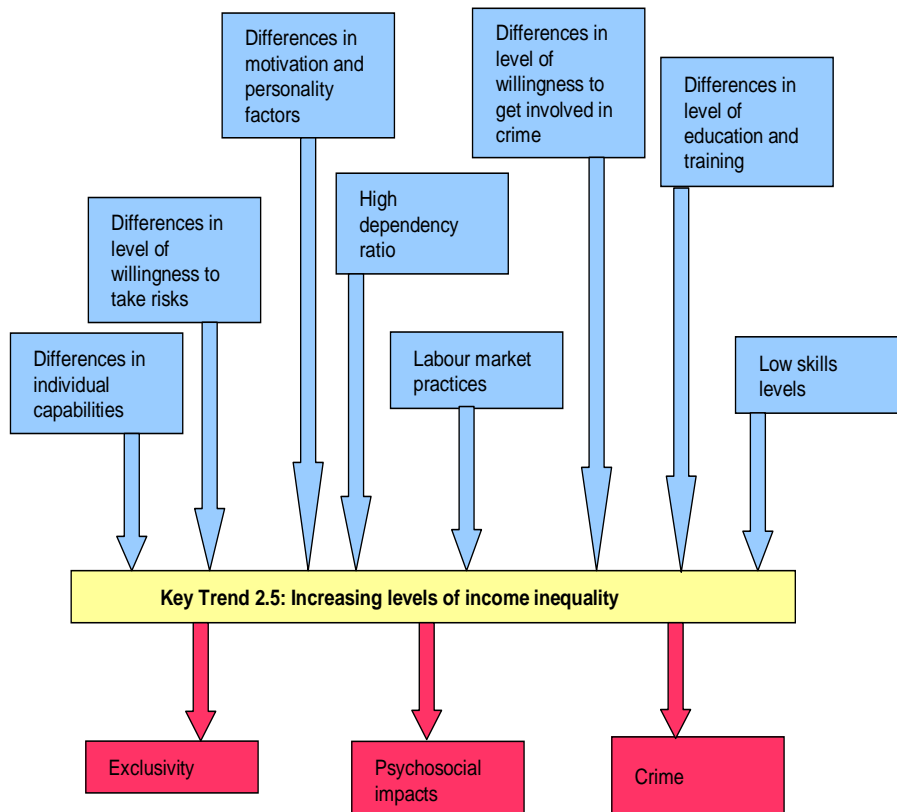


2.4 Comparatively high but stagnant HDI



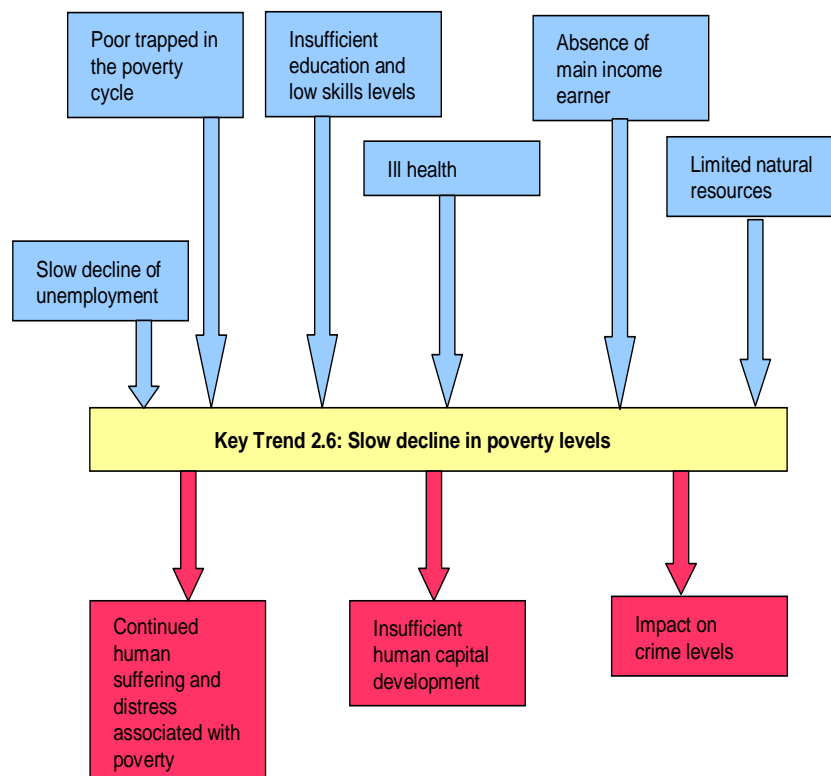
2.5 Increasing levels of income inequality

The increasing levels of income inequality is evident in Emadlangeni.



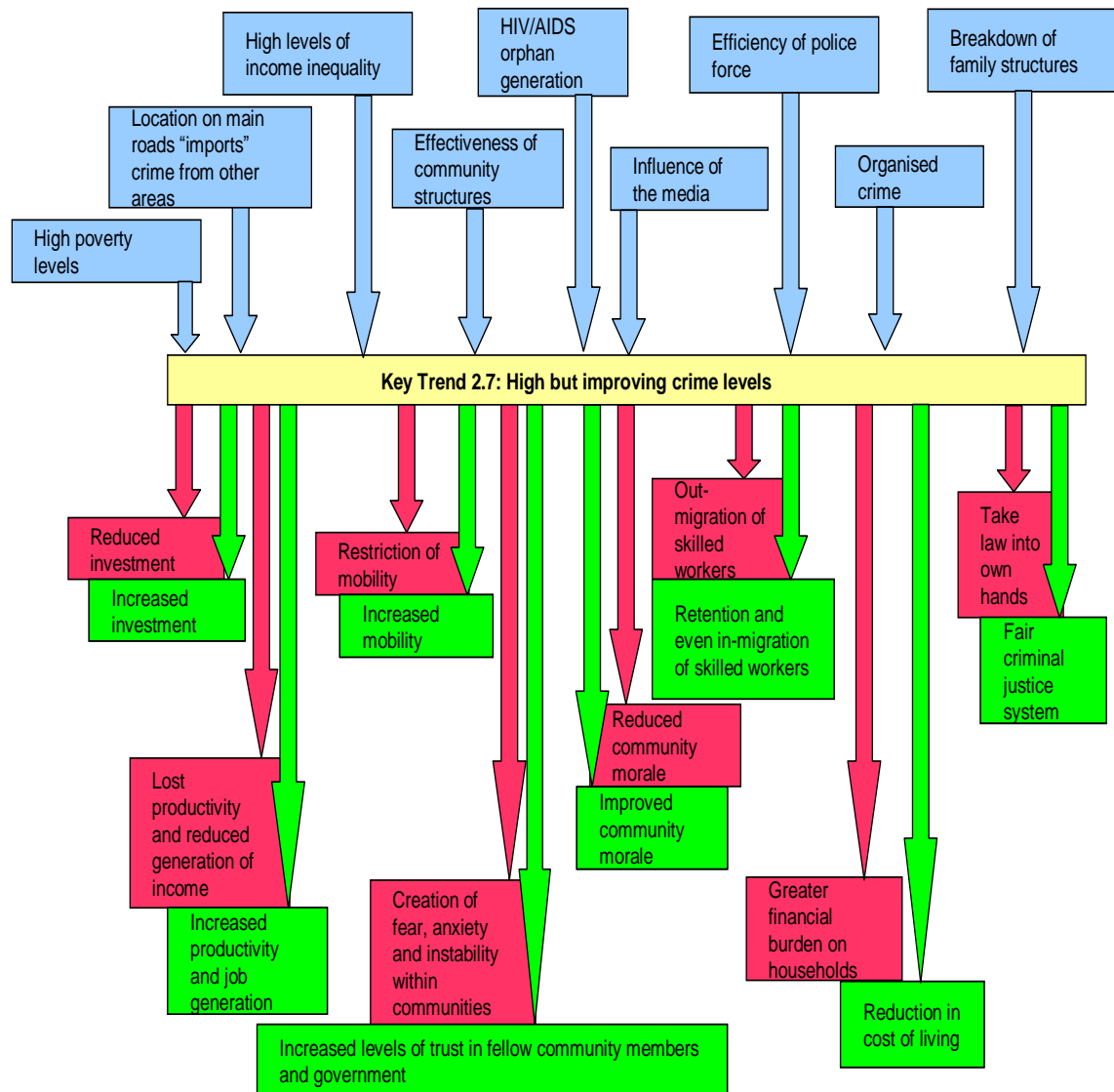
2.6 Slow decline in Poverty Levels

The slow decline in poverty levels is evident in Emadlangeni and the continued human suffering and distress associated with poverty, insufficient human capital development and crime levels evident.



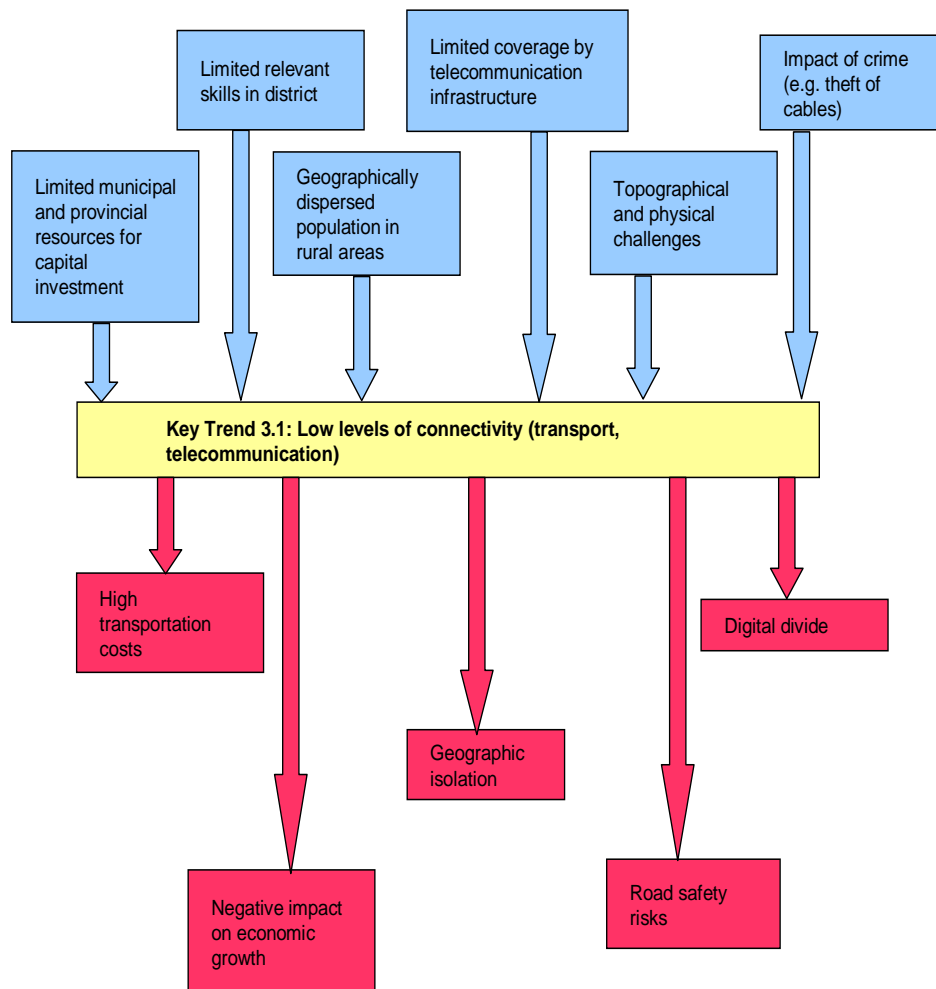
2.7 High but Improving crime levels

Emadlangeni Municipality has not got a high crime and violence problem. Information could however not be released by the SAPS for security reasons.



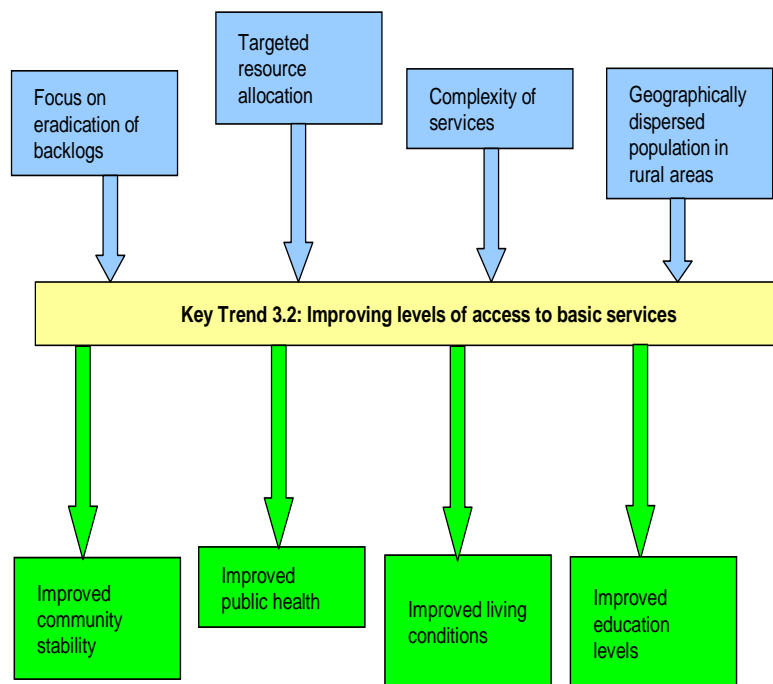
3.1 Low levels of Connectivity (transport and telecommunications)

There is low levels of connectivity in Emadlangeni in both sectors and this remains a priority for the Municipality.



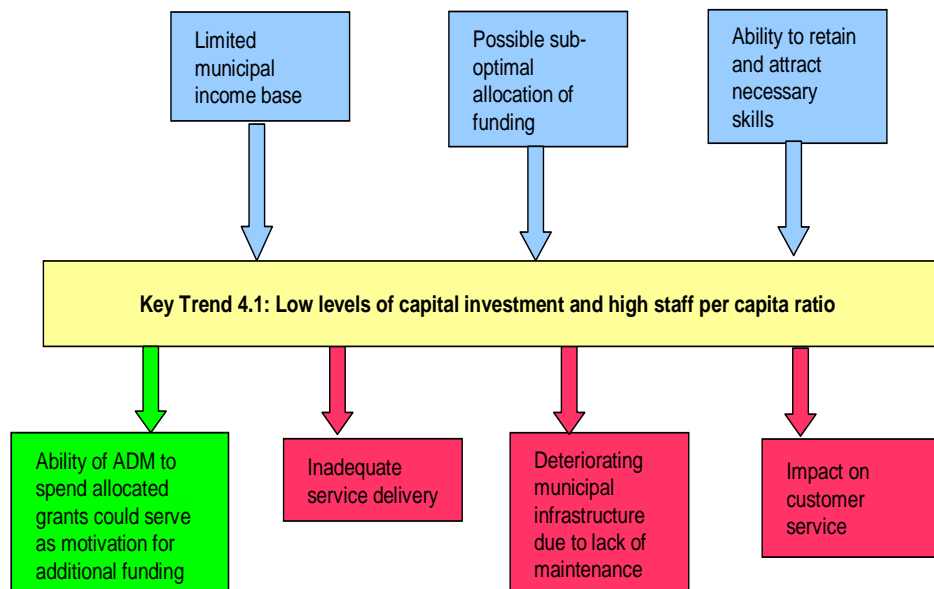
3.2 Improving access to Basic Services

The provision of basic services is steadily reaching the urban nodes in Emadlangeni. The rural provision remains problematic due to high costs.



4.1 Low Levels of Capital Investment and High Staff per capita ration

Emadlangeni is especially prone to a lack of capital investment in the area currently. Mining activities have died down and the economy is reliant on agriculture as the main source of economic activity.



2.9 Summary of Priority Needs

The key priority needs of Emadlangeni Municipal area and the services that the Municipality needs to render in conjunction with other service providers are:

- Water and Sanitation;
- LED and Job creation;
- Access Roads; and
- Institutional Development

2.10 Growth potentials and constraints to develop the Municipality

2.10.1 Areas of Growth Potential

Areas of growth potential identified and supported by ADM in terms of the LED plan and strategy are:

- The development of dams along the Buffalo River Catchment that will open up large portions of the Traditional Council areas for irrigation.
- The further development of Balele Nature Reserve in Utrecht town.
- The development of the Utrecht fly-fishing Meander.
- Production of agricultural produce for supply to the ADM agricultural hub. This include dairy, soya, vegetables and beef production.
- The detailed planning and implementation of housing projects as part of the implementation of the housing plan and taking into consideration the provision of housing by other LMs (with specific reference to Newcastle , Madadeni and Osizweni) close to job opportunities.

2.10.2 Constraints to Development

With the mines closing down in 2003, economic activity took a big knock in the town of Utrecht, this meant that those who were in the job market were rendered unemployed and had a negative effect on the economic growth of the town. The municipality does not have a sizable rates base, which means the municipality is grant dependent.

The municipality cannot attract highly skilled personnel because of the inability to pay competitive salaries of bigger municipalities; as a result a very high staff turnover is experienced. Members of the staff work for not more than three (3) years on average and leave the municipality for greener pastures.

Political situation is threatening in that, the MEC for Local Government and Traditional Affairs had instituted a forensic audit investigation and suspended the Mayor, cllr M E Khoza and the other councillor, cllr B C Mabaso for an allegation that they interfered with administration and therefore they may interfere with the ongoing investigation. The executive council of KwaZulu Natal resolved to intervene in the Emadlangeni Municipality under section 139(1)(b)(i) of the constitution. This matter went to the High Court after the councillors refused to heed to the request by the MEC for Local Government and Traditional Affairs to suspend the said councillors. The two (2) councillors defended the case unsuccessfully in the High Court in Pietermaritzburg. The two councillors applied for leave of appeal which has not been attended to since December 2006. On the 14th May, the executive Council of the Province of KwaZulu Natal resolved to adopt and implement the findings. Cllr M.E Khoza the former Mayor has since been informed that he has been removed from office as a councillor.

The municipality has also experienced challenges on the preparation of LUMS, the finalisation of the town planning scheme (assistance from DBSA's Siyenza Manje program will address the backlog) and the updating of the valuation roll (commenced in 2008). The municipal grants from government to assist with the valuation roll were allocated in very small portions and therefore we had to wait for other grants before we could spend. This has resulted in the government withdrawing some of the grant funding allocations.

The by-laws have been workshopped with Council, advertised in the local newspaper and sent to the Government Gazette for advertisement. These by-laws cover a wide range of issues.

The process of the rationalisation of by-laws and the reduction of debts has been addressed in the budget of 2010/11.

It must be noted that studies done in the Utrecht area as well as census figures indicate very high backlogs on service provision for water, sanitation, electricity, refuse removal and housing delivery. If taken into consideration that 93% of the 3538km² area of KZ 253 Municipality is made up of commercial farms and ± 24968 of the total estimated 32277 population stay on these commercial farms a 95% backlog would be the result and the municipalities mandate to install services on privately owned land (commercial farms) is very limited. This is a challenge that can only be overcome over time and as land reform implementation takes place.

SECTION C: DEVELOPMENT STRATEGY

3.0 Development Strategies

3.1 Introduction

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the national and provincial guidelines as well as aligned to the Amajuba District Municipality's strategy.

3.2 National and Provincial Strategies Guidelines

3.2.1 National Spatial Development Perspective

In endeavoring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision.

The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.

Government's national spatial development vision is:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- **By focusing economic growth and employment creation in areas where this is most effective and sustainable;**
- **Supporting restructuring where feasible to ensure greater competitiveness;**
- **Fostering development on the basis of local potential; and**
- **Ensuring that development institutions are able to provide basic needs throughout the country**

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.

- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

3.2.2 Provincial Growth and Development Strategy

The PGDS has been developed to enhance service delivery. The PGDS is currently under review and is being coordinated through the KZN office of the Premier and nationally, each province is undertaking a similar review. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments; Parastatals; District and local municipalities).

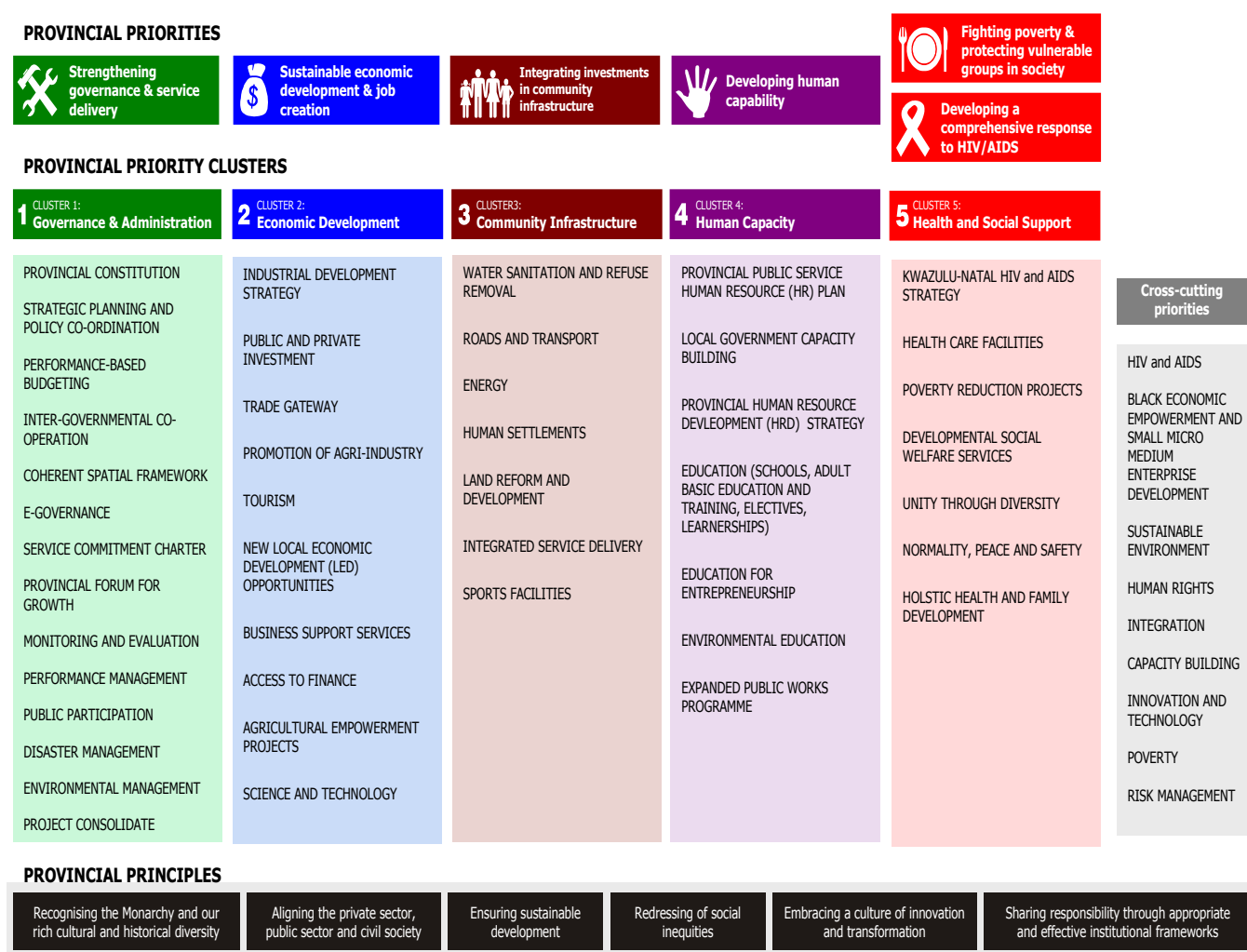
Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key importance to the Municipal IDP's, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.

The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capabilities;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

Figure 3: Summary of the Provincial Growth and Development Strategy.



Local Government Summit, 2005

The Department of Local Government and Traditional Affairs held a Summit on Local Government in 2005. The Local Government Summit Resolutions focused on the following:

- Improving co-operative governance;
- Role of women, youth and people with disabilities;
- Focussing public participation in local government;
- Poverty alleviation through municipal infrastructure and service delivery;
- Synergistic relationship between Traditional Institution and municipalities;
- Achieving financial viability; and
- Readiness of municipalities for local government elections.

3.2.3 Provincial Spatial Economic Development Strategy (PSEDS)

i) Introduction

The PSEDS flows from the PGDS and is intended as a guide to service and achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014.

Principles of development and growth underpinning the PSEDS are summarized as follow:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the Province require development;
- Certain areas of the Province will drive economic growth; and
- The PSEDs intends to indicate where different types of investment should be directed in order to achieve development and/or economic growth.

The PSEDs therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

ii) Classification of areas of economic potential

Four key sectors have been identified as drivers for economic growth in the Province:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector is important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the Province; and

iii) Classification of Areas of Poverty and Need

The PSEDs identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the number of people within an area below the poverty level. In terms of this classification Newcastle is the third highest municipality in the Province after eThekweni and Msundusi municipalities.

iv) Classification of Nodes and Development Corridors

In terms of the classification of nodes provincially, Newcastle is identified as a Secondary node which is an urban centre with good existing economic development and growth potential, and that services the regional economy. This seems to be true when taking into consideration how many of the commercial services in Utrecht has been suspended / businesses have closed down.

In terms of the main categories for potential, the PSEDs identifies the following:

- Production of high value differential goods which are not strongly dependant on labour costs, and which are focused on local and global niche markets;
- Production of labour intensive, mass produce goods which are more dependant on labour costs, and affordable transport linkages (eg Agriculture and mining);
- Retail and private sector services which are large employers of skilled and semi-skilled workers in advanced economies; and
- Tourism that is dependent on tourism attraction;
- Public service and administration.

In terms of the identification of activity corridors, the N11 corridor is an existing corridor. The PSEDs does however, identify a second corridor (SC 12) that runs between the following three centres, namely Greytown, Msinga and Madadeni. The PSEDs identified that this corridor has potential in the last four categories. Emadlangeni could therefore through careful planning link in with the Madadeni side with agricultural produce.

v) Summary of High level Cluster Priorities and Objectives

The PSEDs provides a summary of high level cluster priorities and objectives. Applicable to the Emadlangeni Municipality;

- Industry: biodiesel production; and

- Services: The planning of Utrecht to position itself for investment.

3.2.4 The Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)

ASGI-SA is a project that attempts to factor in the Second Economy, particularly the youth, women and people with disabilities. ASGI-SA focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth, has provided a platform for reviewing strategies for critical interventions towards sustainable development, and empowerment of the poor and mainstreaming them into the mainstream economy.

The programme goal is the creation of small enterprises and jobs in the Second Economy with focus on the creation of 1 million jobs over a period of 5 years. The programme objectives are summarized as follow:

- Increased employment and income for unemployed or underemployed poor people;
- Reduced income gaps in society;
- More productive jobs in villages and small towns to lesson migration to big city slums;
- Economic empowerment of (mainly black) poor women; and
- Address constraints that inhibit economic growth and shared benefits.

ii) Linkages to the IDP and Economic Development Strategies

With our Agricultural dominant economy, the establishment of Africultural Cooperatives, consisting of both emerging as well as commercial farmers, and represented on the AFLED Agricultural Sub-committee, would seek to achieve the objectives of ASGI-SA.

Such a Cooperative would seek to achieve amongst others the following:

- Mentor and training of emerging farmers;
- Link producers to markets;
- The provision of quality control;
- The provision of financial services (i.e procurement in bulk) and
- Financial management.

This strategy can be instrumental to the success of the Department of Agriculture's production of agricultural products for the production of biofuel on various farms in Emadlangeni.

3.3 Vision, Mission and Objectives for the Municipality

3.3.1 Introduction

The vision of the municipality was reviewed in the 2006/07 IDP review and reads as follow:

““Emadlangeni municipality intends providing social and economic upliftment to all its communities”

3.3.2 Municipal Vision, Mission and Values

The mission statement as developed in the strategic planning session of the 19 -21 of April 2007 was confirmed in the session in February 2008 and reads as follows:

“We will focus on tourism development, game farming, agriculture, local economic development, job creation and skills development”

3.3.3. Objectives for the Municipality

Objective and strategies remain as in the previous review period.

In this section only the objectives and strategies in line with the powers and functions of the municipality to be implemented in 2008/09 financial year are included.

3.3.4 Development Strategies

i) Background

The Amajuba Growth and Development Summit 2009 could due to circumstances not take place before the submission of this draft document. It was therefore decided to use the previous year's Summit outcomes and align the development strategies hereto. The strategies are also linked to the revised KPA's as set out in the regulations.

ii) Revised KPA's

The revision processes of KPA's were in alignment with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers (2006). Section 26(6) of the regulations outlines 5 Key Performance Areas (KPA's) for Municipal Managers namely:

- Basic Service Delivery;
- Municipal Institutional Development and Transformation;
- Local Economic Development;
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation.

The KPA's of the IDP was edited accordingly.

iii) Key Performance areas:

The KPA's for each Department and the Municipal Manager's Office is described below

Table 39: KPAs of Emadlangeni Local Municipality

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
BASIC SERVICE DELIVERY	Building control	To provide efficient and effective building control services	% of building plans approved	Building statistics report	Quarterly	ENGINEERING SERVICES
	Cemetery	To establish, conduct and control cemeteries and burials	Number of burial plots still available in cemeteries	Physical count	Annually	ENGINEERING SERVICES
	Mechanical Workshop	To maintain Council's vehicle fleet in a working condition	Number of vehicles serviced within the approved budget	Income and Expenditure Report	Annually	ENGINEERING SERVICES
	Electricity	To maintain the provision of basic level of electricity to all households	Number of households in Emadlang licensed area with access to a basic level of service where the Municipality is the supplier	Finance system total number of customers	Annually	ENGINEERING SERVICES
		To supply electricity in our license area within the laws and regulations	Extent of compliance with electricity laws and regulations as reported in the annual report to the NERSA	NERSA report	Annually	ENGINEERING SERVICES

	Municipal Buildings	To maintain all Council buildings within the budget provided	% of maintenance budget spent	Income and Expenditure Report	Quarterly	ENGINEERING SERVICES
	Parks and Gardens	To maintain all Council's sidewalks, parks and open spaces	Percentage of relevant budget spend	Income and Expenditure Report	Monthly	ENGINEERING SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
BASIC SERVICE DELIVERY	Road and stormwater	To implement the road projects provided on the capital budget within the budget allocated and within the financial year	Kilometers of roads resurfaced as per the capital budget	Budget	Annually	ENGINEERING SERVICES
		To maintain the roads as per the maintenance budget within the financial year	Kilometers of gravel roads maintained	List of Roads	Annually	ENGINEERING SERVICES
		To provide and maintain proper road signs and markings as per relevant legislation	% of budget spent to improve and provide road markings and safety signs	Budget	Quarterly	ENGINEERING SERVICES
	Street Lights	To maintain streetlights in a good working order	Number of complaints received regarding streetlights and attended to	Complaints register at Engineering Offices	Quarterly	ENGINEERING SERVICES

	Waste Removal and Management	To promote and maintain a clean and healthy environment	Number of complaints received and dealt with	Complaint Register at Engineering Offices	Quarterly	ENGINEERING SERVICES
	Water and sanitation	To ensure client satisfaction / requests handed over to the relevant service provider	Number of complaints / requests received and recorded and forwarded to Uthukela Water	Complaints register at Engineering Services	Annually	ENGINEERING SERVICES
	Fire Protection	To protect property and life against fire damage	Rand value of property lost through fire	Incident Report	Quarterly	PROTECTION SERVICES
			Number of volunteers that underwent both first aid and fire level 1	Volunteer Register	Annually	PROTECTION SERVICES
			Number of volunteers available	Volunteer Register	Annually	PROTECTION SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
BASIC SERVICE DELIVERY	Traffic Control	To promote road safety and education	% decrease/increase in traffic accidents	Monthly reports	Quarterly	PROTECTION SERVICES
			Number of scholar patrols supported	Monthly reports	Annually	PROTECTION SERVICES
	Facilities and halls	To provide, manage and maintain Council facilities and halls	Number of applications for use of Council facilities declined	Booking register	Quarterly	CORPORATE SERVICES
	Libraries	To deliver effective, efficient and sustainable library service in accordance with the needs of the community	Rand value of books lost, stolen or not returned	Income and expenditure report	Annually	CORPORATE SERVICES
			Number of items issued by libraries	Library register	Annually	PROTECTION SERVICES
	Museum	To facilitate museum services in accordance with the needs of the community	Number of reports submitted to council	Visiting register	Annually	CORPORATE SERVICES

NATION AL KPA	LOCAL KPA	STRATEGI C OBJECTIV E	PROPOSED KPI	SOURC E	FREQUENCY OF REPORTING	RESP. DEPT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Human Resourc e	To manage Council's Human Resources and to compile and adopt appropriate policies	% of approved posts filled overall and per department	Council Resoluti on	Annually	OFFICE OF THE MUNICIPAL MANAGER
			Progress made with the adoption of HR policies	Council Resoluti on	Quarterly	CORPORATE SERVICES
		To ensure that the Department has the necessary staff available with the required skills	% staff turnover (excluding finance interns)	Human Resourc es Reports	Annually	CORPORATE SERVICES
			Number of interns trained and capacitated	Human Resourc es Reports	Annually	CORPORATE SERVICES
			Number of staff trained in line with the WSP	Human Resourc es Reports	Annually	CORPORATE SERVICES
	Employ ment Equity	To implement the Employment Equity Plan of the Municipality	% employed in the three highest levels of management who are PDI (race)	Input	Annual	OFFICE OF THE MUNICIPAL MANAGER
			% employed in the three highest levels of management who are PDI (gender)	Input	Annual	OFFICE OF THE MUNICIPAL MANAGER
	Legal Services	To enforce Council's bylaws	Number of complaints received about the non- enforcement of Council's bylaws	Complai nts Register	Monthly	CORPORATE SERVICES
		To promulgate our draft bylaw	Progress made with promulgated bylaws.	Council Resoluti on	Annually	CORPORATE SERVICES

	Committee Administration	To ensure that all agendas are distributed timeously as per Council's standing rules of orders	% of agendas sent out in terms of standing rules of order	Agenda Distribution Book	Quarterly	CORPORATE SERVICES
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NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	General administration	To comply with all relevant national and provincial guidelines in dealing with all Council records	Extent of compliance of Council's registry with guidelines from National Archives	Daily file	Quarterly	CORPORATE SERVICES
	IT	To source funding to upgrade the server room as per specifications.	Progress made with sourcing funding for the server room.	Specifications as per IT specialist.	Quarterly	CORPORATE SERVICES
	Policies	To develop policies and procedures for the municipality	Development and adoption of policies as per prioritized list	Council Resolution	Annually	CORPORATE SERVICES
	EEP	To implement the Employment Equity Plan of the municipality	EE Plan reviewed and updated annually	Council Resolution	Annually	CORPORATE SERVICES
	WSP	To develop and implement the Workplace Skills Plan by 2010	WPSP compiled and adopted by Council	Council Resolution	Annually	CORPORATE SERVICES
	Security	To maintain the alarm system	Progress made in maintaining	Insurance claims	Annually	CORPORATE SERVICES
	Batho Pele	To develop the Batho Pele policy	Progress made with the development of the Batho Pele policy.	Council Resolution	Quarterly	OFFICE OF THE MUNICIPAL MANAGER

		To induct Councillors and staff on the code of conduct	Progress made with induction of the code of conduct	Minutes of induction session	Annually	OFFICE OF THE MUNICIPAL MANAGER
	HR Practices	To conduct monthly staff meetings	Number of meeting held annually	Minutes of staff meetings	Quarterly	OFFICE OF THE MUNICIPAL MANAGER
		To review the Delegation Policy	Adoption of Delegation Policy	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
	Working Relations	To strengthen relationships between administration and council and its committees	Progress made in conducting team building sessions	Minutes of the team building workshop	Annually	CORPORATE SERVICES
	Reporting and recommendation	To have the recommendation and reporting template approved	Approving the reporting and recommendation template	Minutes of the reports made	quarterly	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
LOCAL ECONOMIC DEVELOPMENT	Game Farm	To create local tourism facilities and amenities	Frequency of report on game and caravan park submitted to Council	Relevant Council Committee.	Monthly	ENGINEERING SERVICES
	Town Planning	To regulate and to facilitate development in a harmonious manner	Number of town planning applications dealt within the statutory timeframes	Copy of application	Annually	ENGINEERING SERVICES
			Average number of days to process and approve applications for land development	Copy of application	Annually	ENGINEERING SERVICES
	Skills Development	Ward projects	100% of money spent on delivery of ward projects	Income and Expenditure Report	Quarterly	OFFICE OF THE MUNICIPAL MANAGER
		To develop local suppliers	Number of workshops held to develop suppliers	Minutes of workshops held.	Quarterly	CORPORATE SERVICES
	Investment	To promote investment attraction	Number of meetings held with prospective developers	Minutes of meetings	Bi-Annually	OFFICE OF THE MUNICIPAL MANAGER

	Farming	To facilitate the provision of seeds and fertilizers to subsistence farmers	Number of requests sent to the departments	Reports	Quarterly	OFFICE OF THE MUNICIPAL MANGER
	Employment	To establish partnership with LED institutions	Number of meetings held with LED Institutions	Minutes of meetings	Bi-Annually	OFFICE OF THE MUNICIPAL MANAGER
	Youth development	To facilitate the approval of youth development strategy.	% progress made with the approval of the development strategy	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Asset and Liability Management	To compile an updated register of all Council assets	% progress made by BTO with compilation of asset register	Annual Register Report	Quarterly	BUDGET AND TREASURY OFFICE
	SDBIP	Submit Service Delivery and Budget Implementation Plan (SDBIP) and quarterly reports to Council	Prepare and submit SDBIP within specified timeframe as per MFMA from progress within 30 days from end of each quarter	Actual SDBIP Document	Annually	OFFICE OF THE MUNICIPAL MANAGER
	Budget Performance	To meet the MFMA budget process requirements	Compilation and adoption of an annual budget process plan (sec 21)	Council resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
		To monitor the financial viability of the Emadlangeni Municipality	Cost coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A=(B+C)/D) (see reviewed figures)	Income and Expenditure Report	Annually	BUDGET AND TREASURY OFFICE

			Debt coverage as defined in the Municipal Planning and Performance Management Regulations (2001) $A=(B-C)/D$ (see reviewed figures)	Income and Expenditure Report	Annually	BUDGET AND TREASURY OFFICE
			Outstanding Service Debtors to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001) $A=B/C$ (see reviewed figures)	Income and Expenditure Report	Annually	BUDGET AND TREASURY OFFICE
		Cash Management and Investments	To monitor Council's investment portfolio on a regular basis	% growth in Council's investment portfolio	Investment Register	BUDGET AND TREASURY OFFICE

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Financial Management	To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	BUDGET AND TREASURY OFFICE
		To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	CORPORATE SERVICES
		To keep personnel cost within reasonable limits	Personnel cost as a % of total expenditure	Income and Expenditure Report	Monthly	ENGINEERING SERVICES
		To pay creditors within 30 - 60 days	Creditors days	Expenditure Management Report	Monthly	BUDGET AND TREASURY OFFICE
		To pay salaries and returns related thereto timeously	Extent to which payment and return deadlines have been met	Salary Management Report	Monthly	BUDGET AND TREASURY OFFICE
	Financial Statements	To meet the MFMA requirements re financial statements	Meeting the deadlines for the completion and submission via Office of the MM of financial statements to the Auditor-General	Financial Statements	Annually	BUDGET AND TREASURY OFFICE
	Financial Stability	To facilitate the approval of the cost cutting strategy	% progress made towards the approval of the strategy	Council Resolution	Quarterly	BUDGET AND TREASURY OFFICE

	Financial stability	To review the financial delegation authority	% progress made towards the review of the delegation authority	Council Resolution	Annually	BUDGET AND TREASURY OFFICE
	Goods and service delivery	To review the supply chain policy and report to council monthly	Number of reports submitted to Council	Council resolution	Monthly	OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	MFMA Reporting requirements	To meet all the legal financial reporting requirements	Extent to which all reporting deadlines have been met	Financial report	Monthly / Quarterly & Annually	BUDGET AND TREASURY OFFICE
	Revenue Management	To effectively collect revenue	% collection against amounts raised for rates & Taxes	Rates & Taxes Reports	Quarterly	BUDGET AND TREASURY OFFICE
		To manage the implementation of the Property Rates Act	Report on the progress made with the implementation of the Property Rates Act (as reported by service provider)	Reports	Quarterly	BUDGET AND TREASURY OFFICE
				Reports	Quarterly	ENGINEERING SERVICES
		To monitor and manage the growth in debtors	% growth in debtors	Reports	Quarterly	BUDGET AND TREASURY OFFICE
		To monitor the extent of bad debt	Debtors as a % of income	Reports	Quarterly	BUDGET AND TREASURY OFFICE
		To retain the financial viability of the municipality	Average debtors period	Reports	Quarterly	BUDGET AND TREASURY OFFICE
		To send out timeously consumer accounts	Extent to which account and other deadlines have been met	Generate Accounts	Monthly	BUDGET AND TREASURY OFFICE
	Statutory Funds backed by cash	To monitor the effective working of the statutory funds	Statutory funds backed by internal loans, investments, investment debtors and bank	Reports	Annually	BUDGET AND TREASURY OFFICE
	Licensing	To ensure that all vehicles are licensed	Number of unlicensed vehicles prosecuted	Monthly reports	Quarterly	PROTECTION SERVICES

	Testing Station	To test and issue licences	Number of licences issued	Monthly reports	Quarterly	PROTECTION SERVICES
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NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	IDP	The preparation of an IDP within the prescribed legal guidelines.	Adoption by Council of an reviewed IDP in terms of the deadlines laid down in the IDP process plan.	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
			Rand value of funding secured for the review of the IDP		Annually	OFFICE OF THE MUNICIPAL MANAGER
			% of capital budget spend on projects as set out in the IDP.	Income and expenditure report.	Annually	OFFICE OF THE MUNICIPAL MANAGER
	Customer Satisfaction	To ensure client satisfaction	Number of complaints received and responded to	Complaints register at reception	Quarterly	OFFICE OF THE MUNICIPAL MANAGER
	Annual Report	Preparation of annual report	Adoption by Council	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER

	Public Participation	To facilitate public participation in all council activities	Number of ward committee meetings held	Minutes of the meetings	Annually	OFFICE OF THE MUNICIPAL MANAGER
			Decrease the number of the Ward Committee vacancies	Ward Committee report from ward	Quarterly	OFFICE OF THE MUNICIPAL MANAGER
		To keep the general public informed of all Council activities and initiatives	% of Council agendas and minutes made available to the public at the library	Register	Quarterly	OFFICE OF THE MUNICIPAL MANAGER
	Customer satisfaction	To ensure client satisfaction	Number of complaints received and responded to	Complaints register at Engineering Offices	Quarterly	ENGINEERING SERVICES

NATIONAL KPA	LOCAL KPA	STRATEGIC OBJECTIVE	PROPOSED KPI	SOURCE	FREQUENCY OF REPORTING	RESP. DEPT
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Public Safety	To ensure the enforcement of bylaws	% decrease in the contraventions of bylaws	Monthly reports	Quarterly	PROTECTION SERVICES
	Communication Policy/Strategy	The review of a municipal communication policy and plan by 2009.	Adoption by Council of communication policy and plan	Council Resolution	Annually	CORPORATE SERVICES
	Service Delivery	To approve the recognition system for best performers	Adoption by council of the system	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
		To assist the community even during lunch times	% progress made towards commitment	Council resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
		To improve service delivery	Number of telephone rings	Complaints register	Bi-Annually	CORPORATE SERVICES
		To ensure that all employees and councillors wear name badges as per approved budget	% Progress made in making name tags	Name tags are made	Annually	CORPORATE SERVICES
	Community health, welfare and productivity	To develop an HIV/AIDS strategy	% on development of the strategy	Council Resolution	Annually	OFFICE OF THE MUNICIPAL MANAGER
		Indigent policy reviewed	% Progress made with the review of the indigent policy	Council Resolution	Annually	BUDGET AND TREASURY OFFICE
		Indigent register updated bi-annually	% Progress with the upgrade of the indigent register	Indigent register	Annually	BUDGET AND TREASURY OFFICE

SERVICE DELIVERY BY WARD

INTRODUCTION

This section provides a detailed break down of capital projects for each ward indicating the department that is responsible for the project. Included are also the start date and the end date of the project. Furthermore, this section provides municipality wide projects. Municipality wide projects are those projects that cannot be pinned down to a specific ward, the projects are cross boundary and have a municipality wide impact.

WARD INFORMATION FOR EXPENDITURE AND SERVICE DELIVERY 2010/2011

PROJECT CATEGORY : INFRASTRUCTURE DEVELOPMENT & POVERTY ALLIVATION

PROJ ECT NAME	W A R D	PROJEC TS OBJECTI VES	QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
			INPUT / RESO URCE S TO BE UTILI ZED	OUTPUT/ ACTUAL TO DATE		INPUT/ RESO URCE S TO BE UTILIZ ED	OUTPUT/ ACTUAL TO DATE		INPUT/ RESO URCE S TO BE UTILIZ ED	OUTPUT/ ACTUAL TO DATE		INPUT / RESO URCE S TO BE UTILI ZED	OUTPUT/ ACTUAL TO DATE	
SPECI FY : PROJ ECT												7 170 000		
Rural roads upgra de		Infrastruct ure & Service Delivery												
Ward project	1	Poverty Alliviation	Intern al Funds									40 000		
Ward Projec t	2	Poverty Alleviatio n	Intern al Funds									40 000		
Ward Projec t	3	Poverty Alleviatio n	Intern al Funds									40 000		
Ward Projec t	4	Poverty Alleviatio n	Intern al Funds									40 000		

iv) Focus Areas re KPA's

The focus of Emadlangeni Municipality on delivering on the Key Performance Areas is aligned with the Amajuba Districts focus areas. The reasoning being that linking on the District's strategies and the implementation thereof makes delivery accomplishable when taking into consideration the limited income base and resources of the Municipality. These include:

- KPI 1: Basic Service Delivery
 - Water
 - Sanitation in rural areas
 - Access roads to rural areas
- Municipal Institutional Development and Transformation;
 - Employment Equity
 - Policy Development
 - Councilor Capacity Building
 - Organizational Development
 - Labour relations
- Local Economic Development;
 - Black economic Empowerment
 - Jobs
 - Youth Empowerment
 - Women Empowerment
 - Indigent Households
- Municipal Financial Viability and Management; and
 - Financial Management
 - Revenue raising
 - Internal Control
 - Budgeting
 - Operational Cost reduction
 - Supply Chain Management
 - Internal Auditing
 - Asset and Liability Management
- Good Governance and Public Participation.
 - Communication
 - Access to Information
 - Intergovernmental relations
 - Legislative Compliance
 - Organizational Development
 - IDP and Budget
 - Performance Management

SECTION D: HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

4.0 Spatial Development Framework

4.1 Background and Amendments made during the 2010/11 IDP Review.

A spatial framework was prepared as part of the 2001/2 IDP process and again revisited during the 2002/3, 2003/4 and 2004/5 IDP reviews.

In the 2008/09 review of the IDP, the need was identified to rationalize and streamline the Emadlangeni Settlement Hierarchy. This process was necessitated by the Newcastle and Amajuba municipalities reassessing and updating their settlement hierarchies. The new information forthcoming from the District's process has been incorporated into this document. Other information included into the SDF includes the information emanating from the Sector Plans prepared by the DM, particularly the LED and Tourism Sector Plans.

The 2010/11 IDP review included the review of the Emadlangeni SDF and alignment with the Amajuba SDF (reviewed in 2008). The inclusion of the LED projects contributes to identification of real potentials for economic growth for Emadlangeni.

The purpose of a SDF is to provide general direction to guide decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas.

In addition to this, the SDF creates a strategic framework for the formulation of an appropriate land-use management system, thereby:

- informing the decisions of development tribunals, housing departments and relevant development committees; and
- creating a framework of investment confidence that facilitates both public and private sector investment.

Legislative Requirements

There are two pieces of legislation that govern the formulation of Spatial Development Frameworks, namely:

- The Municipal Systems Act, Sections 26 and 35; and
- The Municipal Planning and Performance Management Regulations, Chapter 2 and Sections 3 and 4.

4.2 Settlement Hierarchy

4.2.1 Background

The settlement hierarchy of Emadlangeni was guided by the RSS model developed by the previous Town Planning Commission.

Investment in capital projects should follow the settlement hierarchy as well as the LED projects as integrated in the District's SDF. Agriculture and mining remains the focus areas for Emadlangeni municipality.

The detailed Spatial Development Framework is attached.

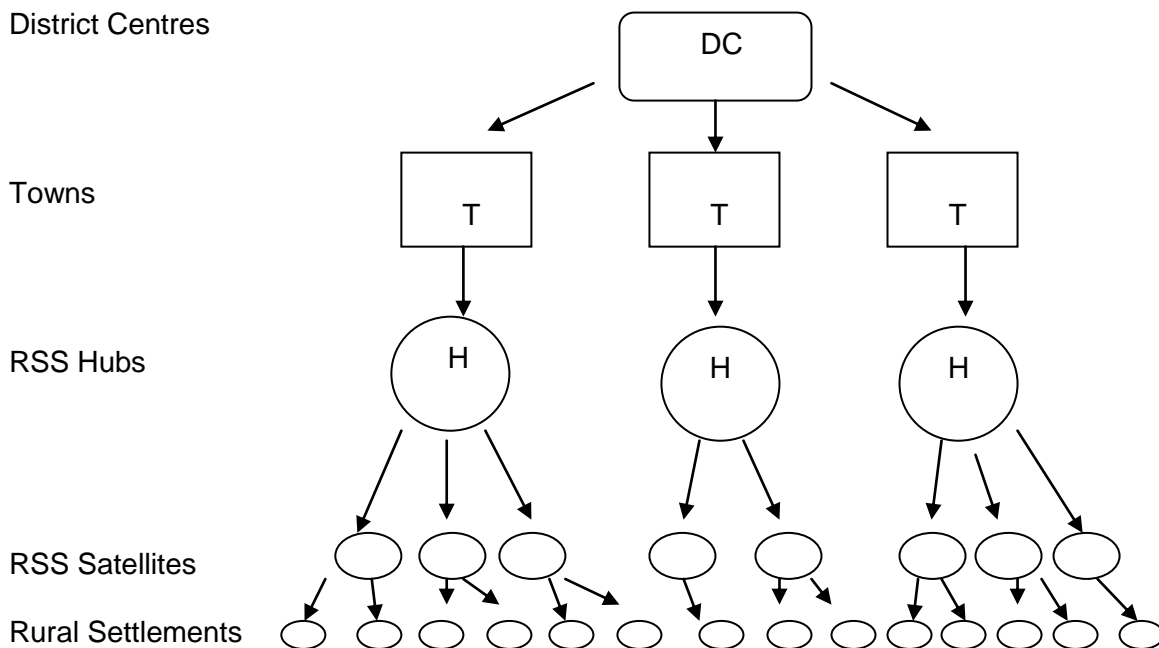
4.2.2 The Rural Service System Model

The Rural Service Model (RSS) was developed by the Town Planning Commission and the aims of the model are to:

- i) Encourage service providers to work towards the goal of alleviating poverty through:
 - Planned and integrated service delivery;
 - The linking of departmental budgets/finances and the promotion of integrated delivery;
 - Increasing community access to services and the reduction of service costs;
 - Changing the way public service agencies operate; the adaptation of services to meet local social and economic needs; and the establishment of a model for rural service delivery which is replicable.
- ii) Co-ordinate the time and place where services are delivered/ provided through:
 - Reducing the cost of service delivery through the sharing of infrastructure and resources; and
 - Improving convenience to communities by offering a number of services at one point, and at one time.
- iii) Creating economic opportunities at service delivery points through;
 - Locating population around investment points to stimulate market activity;
 - Stimulating investment opportunities around service points; and
 - Creating opportunities for greater diversification of economic opportunities.

Figure: The RSS-Spatial Hierarchy

The Rural Service Systems (2003) – Spatial Hierarchy



4.2.3 The Emadlangeni Settlement Hierarchy

The settlement hierarchy of Emadlangeni Municipality is based on Rural Service System (RSS) as follows:

Table 40: Utrecht settlement hierarchy

Settlement hierarchy	Area
Town	Utrecht (urban)
Service Hub or secondary node	Groenvlei
Service Satellite	Amantungwa Trust; and Kingsley.
Service sub-satellite	Nzima; Mabaso; and Blue Mountain.
Other settlements	Portion 9(of 6) of the farm Groothoek Number 152 has been identified as a node for development.

4.3 Location of Future Settlement

4.3.1 Housing Delivery

The current low cost housing projects in progress are:

- 360 units at Goedehoop is in conditional approval stage
- 60 units at Emalahleni Primary School is in conditional approval stage
- 31 new and 60 old mine houses are in the planning process of being transferred to the current occupants.

The main focus of Emadlangeni Municipality is to delivery 360 low cost houses in Groedeheop. An additional 31 new units and the 60 existing units at Khayaletu village is at a planning stage as a low cost housing project. In conjunction with the 360 units planned at Groedeheop an additional 60 units is planned on lot 1019 at Emalahleni Primary School.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables.

4.3.2 Integration of Urban Areas

There is a natural integration of urban areas as the previously so called white area is already 60% integrated (change of ownership – private market).

It must be noted that Utrecht never had a R293 township.

4.3.3 The Urban Edge

The urban edge of Emadlangeni Municipality is defined as:

- The Boundary of the former Utrecht TLS;
- The Boundary of the proclaimed Groenvlei Township;
- The Boundary of the Kinglsey land reform project;
- The Boundaries of the Amantungwa land reform project;

The LUMS will be reviewed and the urban edges zoned accordingly.

4.4 Key Intervention Areas

4.4.1 Environmentally Sensitive areas

i) Wetlands

Four wetland of key importance have been identified within the Amajuba DM area of jurisdiction. Three of the wetlands fall in Emadlangeni Municipality's area. These wetlands require conservation as they form an integral party of the catchment of the major river systems in the district.

The four wetlands are:

- Boschoffsvlei
- Groenvlei
- Padavlei
- Blood River vlei

Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval

ii) Special Environmental Management Areas in Emadlangeni

The northern "highland" areas of the Belelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife 'Systematic Conservation Plan for KZN' and the Enkangla Grassland Trust's 'Enkangala Systematic Conservation Plan' have identified large portions of the area above 1700m north-east through to north-west (as far as Wakkerstroom) of Emadlangeni as being 'irreplaceable' or of very high national and provincial conservation value.

The highlands also from the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

Mountainous Area Development Plan

Any development in the mountainous area will be informed by this Plan and will form the guide for the approval of land use applications. The Plan will be integrated and formalized in the Emadlangeni reviewed LUMS.

iii) Mine Rehabilitation

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/authorization.

This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

Mines that have been identified as key intervention areas are those which have closed and are in need of rehabilitation. The following are relevant:

- Welgedacht Colliery
- Belgray (Leo Mining)

iv) Land Reform Projects

The Kingsley settlement is a land reform project within the municipality's area of jurisdiction. The formalization of the settlement is being undertaken in terms of the Development Facilitation Act and submission of the application will be in the first half of 2009.

The outcome of the Area Based Plan as undertaken by the Department of Local Government and Traditional Affairs is awaited and the implementation of the plan will be incorporated into the SDF of Emadlangeni.

v) Poverty relief areas

The Service Satellites and the Service Sub-satellites have been identified as Poverty Relief Areas. Key areas of intervention include:

- Provision of infrastructure and Social Services;
- Support for LED (especially small scale agriculture and SMME's) and;
- Giving priority in terms of development projects.

4.5 Land Use Management System

Emadlangeni Municipality prepared (2007) and submitted the Land Use Management System (LUMS) in terms of Chapter 5 and Section 26(e) of the Municipal Systems Act (32 of 2000) to the Department Local Government and Traditional Affairs. Correspondence was received from the Department in January 2009 and the document will be edited accordingly.

The main areas of focus in the reviewing of the LUMS are:

- Consolidation of supporting documents such as appendices, application forms and criteria for the consideration of development applications into one single document and bound separately as a parallel to the statutory scheme;
- Preparation of a single scheme for the whole Municipal area must be prepared and adopted. The urban and rural parts require consolidation to include a single set of definitions that encompasses both urban and rural. This will rule out inconsistency and omissions;
- A shift from the past control orientated approach to managing use and development of land should be encompassed into the scheme definitions and zoning. Reference is made to the Provincial Planning and Development Commission's LUMS research.
- The rural dimension requires improvement resulting in coherence and consistency between the urban and rural components.

SECTION E: SECTOR INVOLVEMENT

5.0 Sector Involvement

5.1 INTRODUCTION

It must be noted that Amajuba District Municipality is funding some projects please refer to attached list and they have also asked that we prioritise so that they could still fund as they do have funds available.

The involvement of sector department is getting better even though there are some departments that didn't submit their plans for 20101 / 11 financial year

The data in this section is a summary of the information received from Departments as well as information obtained off the respective Departmental websites. Where projects have not been listed, this is due to non-submittal by departments.

5.2 DEPARTMENT OF HEALTH

5.2.1 DEPARTMENTAL VISION

To provide the best, comprehensive, accessible, integrated, sustainable, cost-effective and equitable quality service to the people of the Amajuba District.

5.2.2 MISSION

To provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System, so as to increase the capacity of individuals to accept responsibility for their own health.

5.2.3 STRATEGIC GOALS

The following departmental strategic goals will focus on improving the health system to permit cost-effective use of limited resources and assure that services are responsive to the needs of the poor.

- Effective implementation of the comprehensive HIV/ Aids strategy;
- Strengthen Primary Health Care and providing caring, responsive and quality health services at all levels;
- Promote health, prevent and manage illnesses with emphasis on poverty, lifestyle trauma and violence;
- Human resource management for public health; and
- Infrastructure investment in health technology, communication, management information systems and buildings.

5.2.4 PROJECTS

The following table summarises the projects being undertaken by the Department of Health in the Amajuba District Municipality:

TABLE 41 : SUMMARY OF DEPARTMENT OF HEALTH PROJECTS IN EMADLANGENI MUNICIPALITY

PROGRAMME	REA	PROJECT TYPE (e.g. Community Garden, NIP)	DATE COMMENCED	RESOURCES SUPPLIED BY DOH	INTERGOVERNMENTAL RELATIONS (e.g. DOA, DSD)	ACTIVITIES AND PROGRESS TO DATE
HIV & AIDS	Newcastle, Dannhauser, Utrecht	Family Health International	11/2008	Consumables Parking space	NGO	Mobile unit donated by FHI to increase access to VCT and other health services
Nutrition	Newcastle, Dannhauser, Utrecht	Community and Health Promoting School Gardens			DOA, DOE	Community gardens currently being supported by DoH:
	Osizweni		01/2009	Garden Tools, seeds, manure, 2 piece overalls		Phezukomkhono Community Garden
	Charlestown		01/2009	"		Amajuba Forest
	Dannhauser		01/2009	"		Springbok Ekuhlakanipheni
	Dannhauser		01/2009	"		Verdriet
	Ballengeigh		01/2009	"		Boschoek
	Utrecht		12/2008	"		Groenvlei
	Madadeni		09/2008	"		Hlalanathi Garden
	Madadeni		09/2008	"		Oedindlala Garden
	Madadeni		09/2008	"		Sobohla Garden
	Madadeni		11/2008	"		Mzamo Community Garden
	Charlestown		11/2008	"		Clavis Garden
						Gardens are visited by Nutrition Advisor for education

5.3 DEPARTMENT OF HOUSING

5.3.1 DEPARTMENTAL VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

5.3.2 MISSION

To effectively manage the implementation of national and provincial housing programmes in partnership with relevant stakeholders, by developing sustainable human settlements characterised by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

5.3.3 STRATEGIC GOALS

- Eradication of slums in KZN by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostel redevelopment and upgrade programme;
- Completion of all blocked projects by 2007;
- Creating rental/ social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ Aids;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme.

5.3.4 PROJECTS

The following projects are being undertaken by the Department in the Emadlangeni Municipality:

The current low cost housing projects in conditional approval are:

- 360 units at Groedehoop is in conditional approval stage
- 60 units at Emalahleni Primary School is in conditional approval stage
- 31 new and 60 old mine houses are in the planning process of being transferred to the current occupants.

5.4 THE DEPARTMENT OF EDUCATION

5.4.1 DEPARTMENTAL VISION

Our vision is that of a literate and skilled society capable of participating in all democratic processes and contributing to the development and growth of the people of KwaZulu-Natal.

5.4.2 MISSION

To provide opportunities for all our people to access quality education which will improve their position in life and contribute to the advancement of a democratic culture in KwaZulu-Natal.

5.4.3 STRATEGIC GOALS

- Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet challenges of the 21st century.
- Transform the Department into a 21st century learning organisation focused on results, high performance, effective communication, and quality service delivery.
- Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for life- long learning.
- Develop the human resource capacity of the Department to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets.
- Provide and utilise resources to achieve equity and to eliminate conditions of physical degradation in institutions.
- Eliminate fraud, corrupt and maladministration.
- Deal urgently and purposefully with the HIV/Aids pandemic as part of an integrated provincial response.

5.4.4 PROJECTS

This information is not available yet.

5.5 THE DEPARTMENT OF WORKS

5.5.1 DEPARTMENTAL VISION

To be a world-class Public Works Department.

5.5.2 MISSION

Department of Public Works (DPW) aims to promote the government's objectives of economic development, good governance and rising living standards and prosperity by providing and managing the accommodation, infrastructure needs of national departments, by leading the national Expanded Public Works Programme and transformation of the construction and property industries. In pursuance of this objective the Department will endeavour to:

- Efficiently manage the asset life cycle of immovable assets under the Department's custodianship;
- Provide expert advice to all three spheres of Government and parastatals on immovable assets;
- Contribute to the national goals of job creation and poverty alleviation through programme management, leading and directing of public works programmes nationally, of which the Expanded Public Works Programme (EPWP) forms an integral part; and
- Provides strategic leadership to the Construction and Property Industries.

5.5.3 STRATEGIC GOALS

The department has identified the following strategic pillars for the current medium term expenditure period:

- **Transformation and regulation of the construction and property Industries to ensure economic growth and development.** The department recognises the need to accelerate the implementation of the charters in both industries. Measures have been put in place to ensure realization of the targets in the charters.
- **Efficient and effective strategic asset management .** The Department of Public Works must ensure proper planning for state owned and/or utilized immovable assets and devise specific strategies to meet the demands of users; optimize the performance of the asset portfolio to achieve the socio-economic objectives of government.
- **Job Creation** The EPWP has a target of creating at least 1 million work opportunities over the next five years. The programme will contribute in the alleviation of unemployment and poverty through the creation of short term work opportunities, providing a modicum of training and facilitate exit strategy for the participants. Furthermore, the department will accelerate its contribution to skills development through recruiting 5000 young people on the National Youth Service in 2007 and increase this number over the medium term.
- **DPW's relationship with Sector Entities and other Stakeholders** To consolidate strategic alignment of the programmes of public entities, client departments, and private sector institutions to those of the Department of Public Works for seamless service delivery.
- **Role and relationship of the department with the other two spheres of government and parliament** To strengthen intergovernmental relations, especially between the department and the other two spheres of the government. This requires that the Department of Public Works and its regional offices are adequately resourced to foster an environment of co-operation.

5.5.4 PROJECTS

The status of projects that was included in the 2008/09 IDP review will be confirmed. This information was not available yet.

5.6 CO OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

5.6.1 DEPARTMENTAL VISION

People centred sustainable local governance which focuses on effective service delivery responsive to the needs of the communities

5.6.2 MISSION

The Department will promote people-centred, accountable and viable local governance that accelerates Service delivery and ensures sustainable communities.

5.6.3 STRATEGIC GOALS

The strategic objectives of the department for 2009/10 are aligned to the strategic goals of the five-year local government agenda.

The goal: *Mainstreaming hands-on support to local governance to improve governance, performance and accountability*, will be achieved through the following objectives:

- Management of institutional development;
- Facilitation of basic service delivery;

- Promotion of local economic development;
- Facilitation of good governance and public participation;
- Oversight of municipal transformation and organisational development; and
- Facilitation of financial viability and financial management.

The goal: *Addressing the structure and governance arrangements of the state, in order to better strengthen, support and monitor local governance*, has as its objectives:

- Monitoring of inter-governmental relations; and
- Supporting and monitoring institutional empowerment.

The objectives in respect of the goal: *Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures*, are as follows:

- Review of the two tier system of local government; and
- Facilitation of legislative amendments.

The goal: *Client-oriented, economical, efficient and effective management of its resources*, will be achieved by the following objectives:

- Provision of an effective and efficient service to the MEC; and
- Provision of sound corporate services.

5.6.4 PROJECTS

The Planning Shared Service project of the DLGTA is in planning stages. The final agreement between the DM and the 3 LMs has not been signed yet. The funding allocation for this service will still be determined.

In addition the following grants were made available by LGTA.

Table 42: Grants and Subsidies

Grants and Subsidies	Medium Term Revenue and Expenditure Framework		
	2008/9	2009/10	2010/11
Valuation Role	1,718,130	0	0
MAP Grant	2,000,000	500,000	0
Financial Management Systems	1,500,000	0	0
Kingsley Development Plan	174,000	0	0
Environmental Health	24,000	0	0
Strategic Planning Session DBSA	60,000	0	0
Sportsfield – indirect grant	1,300,000	0	0
Dev Admin	500,000		
TOTAL ALLOCATION	506,77613	0	0

THE DEPARTMENT AGRICULTURE AND ENVIRONMENTAL AFFAIRS

5.6.5 DEPARTMENTAL VISION

A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

In pursuit of service excellence, we desire a holistic approach to sustainable environmental management practices.

5.6.6 MISSION

The Department of Agriculture & Environmental Affairs (DAEA) will provide quality agricultural, veterinary, environmental and conservation services together with our partners and our communities

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

We, in recognition of our stakeholders, will develop and maintain an environmental management strategy that supports sustainable livelihoods.

In doing so, we as a team, are committed to continual improvement, and by the demonstration of our expertise and professionalism, will render an efficient and effective service to our clients; be accountable and promote equity in the context of local, national, regional and international obligations.

5.6.7 STRATEGIC GOALS

The essence of the DAEA's Strategy is how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

The strategic objectives of the component are aligned with the legislative mandate and strategic outcomes of Department. The aim of this component is to ensure the sustainable use and protection of the environment of KwaZulu-Natal through appropriate regulatory and empowerment mechanisms.

- To facilitate sound co-operative environmental governance through participative planning and information system development, and capacity building;
- To participate in the development and facilitation of implementation of environmental policies, regulations, legislation and guidelines;
- To develop a framework and operational tools (norms and standards, decision support mechanism, internal policies, training manuals and templates) for the improvement of the environmental impact assessment process including appeals, whilst ensuring environmentally sustainable socio-economic development in KwaZulu-Natal;

- To facilitate and co-ordinate effective integrated pollution, chemical and waste management practices, cleaner production principles and sustainable utilization and re-use of resources in KwaZulu-Natal and to provide strategic support to the regional offices to facilitate implementation of such practices;
- To facilitate the attainment of acceptable air quality and the development of mitigation measures to combat climate change;
- To facilitate and co-ordinate effective integrated coastal management and sustainable coastal development in KZN, and provide strategic support to the management and implementation of special area management in KZN;
- To promote environmental empowerment and capacity building; as well as BBEE
- To promote natural and community-based sustainable resource use and management so as to ensure sustainable job creation;
- To facilitate environmental information management for informed decision making;
- To ensure effective financial management that complies with PFMA;
- To facilitate environmental impact mitigation so as to promote sustainable development; and a safe, healthy and sustainable environment; and
- To establish opportunities for developing communities.

5.6.8 PROJECTS

Their projects are available under the Section K.3 which is Projects by Sector Departments.

NOTE:

Although requested, no projects were forthcoming from the Environmental Management Support Services.

5.7 THE DEPARTMENT ARTS, CULTURE AND TOURISM

5.7.1 DEPARTMENTAL VISION

Empowerment through Art, Culture and Tourism.

5.7.2 MISSION

To provide and promote innovative and vibrant cultural and tourism services which address the diverse needs of our people in order to enhance their quality of life.

5.7.3 PROJECTS

The Department indicated that they do not have any Amajuba-specific projects for the forthcoming financial year.

5.8 THE DEPARTMENT SOCIAL WELFARE

5.8.1 DEPARTMENTAL VISION

Promote self-reliance, sustainable development and beat poverty.

5.8.2 MISSION

The Department of Social Welfare and Population Development is committed, through an empowered staff, to the provision, promotion and development of comprehensive, people-centered, social welfare services to the community, in order to maximize the inherent potential of every individual in KwaZulu-Natal.

5.8.3 STRATEGIC GOALS

No strategies were listed on the department's website but the following programmes are initiated by the department:

- Flagship Projects
- Children & Families
- Services for the Aged
- Services to the Disabled
- Services to people with substance abuse problems
- Women & Victim Empowerment
- National Integrated Programme for Children and Youth Affected and Infected by HIV/AIDS
- Social Crime Prevention
- Development Centres

5.8.4 PROJECTS

No information was available for inclusion.

2.10 THE DEPARTMENT ECONOMIC DEVELOPMENT

2.10.1 DEPARTMENTAL VISION

KZN to be the leader in Economic Development and be globally competitive thereby ensuring improved quality of life for our citizens.

2.10.2 MISSION

Will formulate and implement effective economic development strategies that create sustainable jobs in KwaZulu-Natal.

2.10.3 STRATEGIC GOALS

(i) TO REDUCE POVERTY BY 50% BY 2014

- Creating sustainable jobs
- Skills development and capacity building for government and civil society
- Facilitating access to asset base for the poor
- Promotion of social enterprises (co-operatives, S21, trusts)

(ii) GROW THE ECONOMY BY 8% BY 2014

- Promotion of integrated Economic Development planning
- Facilitate improved global competitiveness in industries
- Promotion of new SMME's
- Facilitate the improvement of infrastructure platform
- Promotion of Foreign Direct Investment
- Promotion and advancement of Black Economic Empowerment

(iii) TO PROMOTE GOOD CORPORATE GOVERNANCE

- Promotion of compliance with government policies and law
- Facilitate strategic stakeholder partnerships in the development of provincial economy

(iv) TO AIM TO BE THE CENTRE OF EXCELLENCE

- Becoming a learning organisation
- Promoting a culture of good governance
- Lead in R & D & Innovation
- Becoming an information hub

2.10.4 PROJECTS

The DED indicated that they are currently considering the following projects:

- The Regional Agricultural Logistics Hub;
- The EIA for the Hydroponics project; and
- The Amajuba Regional Market.

2.11 THE DEPARTMENT COMMUNITY SAFETY AND LIAISON

2.11.1 DEPARTMENTAL VISION

The people of KwaZulu-Natal live in a safe and secure environment.

2.11.2 MISSION

The Mission of the Department is to be the lead agency in driving the integration of community safety initiatives, towards a crime free KwaZulu-Natal.

2.11.3 STRATEGIC GOALS

- Promote democratic accountability and transparency in the police service and direct the South African Police Service towards effectively addressing provincial needs and priorities.
- To promote good relations and establish partnerships between the police and the communities
- To co-ordinate social crime prevention initiatives
- To promote and support Victim Empowerment
- Manage and implement inter-sectoral and special projects effectively

2.11.4 PROJECTS

According to representatives from the department, they do not budget per Municipality but have various cross-cutting projects. These may include for example youth from Amajuba to be trained in crime prevention, or victim support resources be provide to the Madadeni police station.

2.12 THE DEPARTMENT SPORT & RECREATION

2.12.1 DEPARTMENTAL VISION

A winning province through sport and recreation.

2.12.2 MISSION

We will improve the quality of life of the citizens of KwaZulu-Natal by maximizing opportunities for Recreation and Sporting excellence through mass participation and development.

2.12.3 STRATEGIC GOALS

- Development and participation of Sport and Recreation at all levels to address the issues of transformation, nation-building and quality of life.
- Promote and contribute to economic growth and opportunities sport and recreation.
- Promote and contribute to good governance in Sport and Recreation.
- Highly capacitated and skilled staff.

2.12.4 PROJECTS

NOTE:
No projects for inclusion in the IDP 2010 / 11

2.13 THE DEPARTMENT TRANSPORT

2.13.1 DEPARTMENTAL VISION

The KwaZulu-Natal Department of Transport's vision is:

"PROSPERITY THROUGH MOBILITY"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

2.13.2 MISSION

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

2.13.3 STRATEGIC GOALS

The strategic objectives of the department are as follows:

- Improving and ensuring road and public transport safety;
- Developing the people, the economy and the infrastructure of KwaZulu-Natal;
- Institutionalising public participation and strengthening democratic governance;
- Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;
- Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and
- Ensuring financial accountability, value based resource management and development of integrated management systems.

2.13.4 PROJECTS

The Project information contained in the 2009/10IDP review will be confirmed and status indicated in the final IDP 2010/11.

SECTION F: IMPLEMENTATION PLAN

KINDLY REFER TO ANNEXURE E

SECTION G: PROJECTS

7.0 Projects

7.1 Introduction

Section G of the IDP deals with projects and focuses on projects planned for implementation during the 2010/11 financial year

7.2 Project Prioritization Model

The Emadlangeni Municipality adopted the Amajuba project prioritization model developed by Amajuba District Municipality.

The model is summarized as follows:

- Project Prioritization is required in order to guide project implementation and the allocation of funding to each project.
- The project prioritization model is applied to projects and programmes funded from the municipality's own funding.
- Projects funded by external service providers (eg. Departments) do not require prioritization by the Municipality for funding and implementation.

Table 43: Project Prioritization Model

Criteria	Description	Score 1= Yes 0=No
Legal Requirements	Is the project legally required by legislation with grant funding and guidelines available? Ensure the project is not an unfunded mandate.	
Contractually committed	Has the project already commenced and were appointments done to date?	
Safety / Basic Needs	Will the postponement of the project create a safety risk to the community and is the project addressing a basic need?	
Maintenance cost	Will the maintenance cost for the project be affordable in the future?	
Total Score		

Source: Amajuba IDP 2008/09

A high score will indicate a high priority for implementation.

7.3 Projects Identified by IDP RF Members

Table 44: The following projects were submitted to the Representative Forum and summarized per sector as follows:

Focus Area	Number of Applications
LED and Poverty Alleviation	123
Agriculture	13
Sanitation (ADM)	5
Potable Water (ADM)	31
Electricity	20
Cemeteries	10
Municipal Public Works - roads	53
Housing	8
Telecommunication	16
Municipal Health	8
Crèches	4
Land Affairs	19
Skills Development	10
Local Sports Facilities	14
Schools	21

7.4 2010/11 IDP Projects

The following table is a summary of the projects planned by the municipality for implementation during the 2010/11 financial year.

Table 45: One Year Detailed Operational Plan – Technical Services

Function	Mun . Dept.	IDP No.	IDP Projects	Project Description	Location	Source of funding	Total Budget estimates	2009/10 FY	20010/11 FY	200 11/12 FY	20012+ FY
Municipal Roads (urban)	ES	UM006	Resurface of roads	Maintenance Roads	Utrecht town	Internal budget	135,000.00	350,000.00	400,000.00	450,000	470 000
Municipal Roads	ES	UM007	Upgrading of all rural roads	As per priority list	All 4 ward	MIG	3,776,000	6,217,000	7,005,000	Wait for dora	
	ES	UM008	New Crane truck	Purchasing of a new crane truck for the municipality	Whole municipality	Internal budget		0.00	0.00	850,000	0
Shelters	ES	UM009	Develop shelter at pick up points	Develop shelter at pick up points at all wards	All Wards	Internal budget	0.00	0.00	0.00	0.00	
Taxi facilities	ES	UM011	Upgrade of public toilets and taxi rank	Upgrade of public toilets and taxi rank	Utrecht town	Internal budget	R 0.00	R 0.00	R 0.00	0.00	R 0.00
Municipal Roads	ES	UM017	NEW TIPPER TRUCK	Purchase of a new tipper Truck	Whole Municipality	Internal Budget	0				800,000
		UM018	New Grader	Purchasing of a new grader for the municipality	Whole municipality	MIG	0.00	0.00	900,000.00	0.00	0.00
Taxi facility	ES	UM019	Development of Bus and taxi rank at all wards	Construction of bus and taxi facilities	All Wards	MIG	0.00	0.00	0.00	0.00	80,000.00

Cemeteries, funeral parlours and crematoria	ES	UM032	The development of cemeteries as per Cemetery Plan	Development of cemetery	Kingsley		R 0.00	R 0.00	R 0.00	0.00	
ES	UM040	Crèche at all wards	Construction of Crèches in rural areas	All wards		0.00	0.00	0.00	0.00	300,000	
ES	UM043	Refuse removal at Kingsley	Provision of refuse removal services in rural areas.	Kingsley		0.00	0.00	0.00	0.00	0.00	
ES	UM044	Refuse Removal at Groenvlei	Provision of refuse removal services in rural areas. Once people have settled.	Groenvlei		0.00	0.00	0.00	0.00	0.00	
Development	ES	UM046	Utrecht property Development	Development of approximately 300 Stands on the North East Peripherals of town;	Utrecht town	Developers	0.00	0.00	0.00	0.00	0.00
				Development of 200 to 300 stands in the game park utilizing the peripherals of golf course and the Southern banks of the Dropspruit	Utrecht town	Developers	0.00	0.00	0.00	0.00	0.00
				Development of 40 stands on the town dam wall, northern and eastern side of the wall	Utrecht town	Developers	0.00	0.00	0.00	0.00	R 0.00
				A syndicate type of development is possible right in the mountain for a lodge or timeshare on the area known as Saya Camp	Utrecht town	Developers	0.00	0.00	0.00	0.00	0.00
				Development of a Business Park in the area south of Reitz street between Rim of 740 and lot 974 (stock sale yard) 12ha of ground available with access from Reitz street	Utrecht town	Developers	0.00	0.00	0.00	0.00	0.00
	ES	UM049	Bulk services to 330 low cost housing	Bulk services to 330 low cost housing	Groedeboom	MIG			1,650,000.00		
	ES	UM050	Bulk services at Kingsley	Bulk services and internal roads at Kingsley	Kingsley	MIG			5,000,000.00		

Refuse removal, refuse dumps and solid waste disposal	ES	UM051	Extension or new refuse site in town	Business plan with tender document and approval from relevant department on registration and licensing of existing refuse site; Establishment of a new site with a lifespan of 10 years and registration and licensing of a new or extended refuse site in town.	Utrecht town	MIG		450,000.00		0.00	
		UM052	Provide Refuse removal service to Waterval Correctional Services	Services agreement with grant funding for the establishment of a new refuse removal unit to service this facility	Waterval	ADM					6, 000 000
	ES	UM055	Upgrading and tarring roads in Bendsorp	Upgrading and tarred road in Bendsorp	Bendsorp	Internal and external		R 0	R 0	R 0	3 million
	ES	UM056	Sports field upgrade	Planting grass, toilets and changing rooms, fencing, grand stand, volleyball field, netball field and basket ball field	All wards	DC25	R 1,300,000				
	ES	UM061	Multi-purpose centre	Establishment of a multi-purpose centre to include Business Centre, Community centre and Hospis centre	Amantungwa						
	ES	UM062	Fencing of camps	Fencing of camps	Amantungwa						

COPERATE SERVICES:

Function	Mu n. Dept.	I DP No.	IDP Projects	Project Description	Location	Sourc e of funding	Total Budget estimates	2009/2010	2010/2011	2011/2012
Training and Development	CS		Development of Workplace Skills Plan	Development and Implementation of WSP	Whole municipality	Intern al budget	R 100,000.00	R 100,000	R 150,000	R 200,000
Developm ent of HR / Retention Strategy	CS		Development of HR / Retention Strategy	Development of HR / Retention Strategy	Whole municipality	Donor		R 400,000	R 0	R 0
Capacitate Public Participation Structure	CS		Capacitate Public Participation Structure	Training of Ward Committee and capacitation	Whole municipality	Donor	##### #	R 0	R 0	R 300,000

Disaster Management	CS		Disaster management	Development and implementation of a Disaster Management Plan	Whole municipality		R 100,000.00	R 70,000	R 75,000	R 80,000
Employment Equity	CS		Review of EE Plan		Whole municipality		R 50,000.00	R 50,000	R 55,000	R 60,000
Occupational Health & Safety	CS		Development of a Youth Plan and implementation	Development and implementation of a Youth Plan	Whole municipality		R 50,000.00	R 200,000	R 250,000	R 300,000
Awareness Campaigns	CS		Breast Cancer / Cervical	Awareness Campaign	Utrecht and surrounding communities	Internal Budget				
	CS		HIV/AIDS	Awareness Campaign	Utrecht and surrounding communities	Internal Budget		R 100,000	R 150,000	R 200,000
	CS		Heritage Day	Awareness Campaign	Utrecht and surrounding communities	Internal Budget		R 20,000	R 25,000	R 30,000
	CS		Women's Day	Awareness Campaign	Utrecht and surrounding communities	Internal Budget		R 20,000	R 25,000	R 30,000
	CS									

THE MUNICIPAL OFFICE:

Function	Dept.	IDP NO.	IDP Project	Project Description	Location	Source of Funding	2009/2010	2010/2011	2011/2012
Municipal Planning	MM	UM012	Review IDP annually	Review the IDP annually as required by legislation.	Whole municipality	MSIG	R 50,000.00	R 60,000.00	R 60,000.00
	MM	UM013	Review PMS annually	Review the PMS annually as required by legislation.	Whole municipality	MSIG	R 50,000.00	R 60,000.00	R 60,000.00
		UM015	Community Development Programme		Whole municipality	Donors	R 0.00	R 180,000.00	R 0.00

SECTION H: FINANCIAL PLAN AND SDBIP

8.0 Financial Plan and SDBIP

THE FOLLOWING FINANCIAL PRIORITIES HAVE BEEN IDENTIFIED IN THE MUNICIPAL TURN AROUND STRATEGY:

ITEM	ACTIVITY	TARGET DATE	RESPONSIBLE PERSON
1	MANCO to review the revenue enhancement strategy document	December 2010	CFO / PDO
2	To finalise the review of the indigent register	30 June 2010	CFO
3	Special MANCO committee on audit qualification issues should be revived	December 2010	CFO
4	To develop a credible form to ensure compliance into a database that is compliant for 2010/11 financial year.	December 2010	CFO

8.1 Financial Plan

8.1.1 Legislative Framework

The financial affairs of the municipality are governed by the following legislation:

- Division of Revenue Act
- Public Finance Management Act
- Municipal Finance Management Act
- Treasury Regulations

8.1.2 Municipal Income

The municipality is dependent on two primary types of income

- a) operating income and

Medium Term Expenditure Framework

	2008/09 Financial Year	2009/10 Financial Year	2010/11 Financial Year
Operating Expenditure	R16 038 085	30,874,688.00	33,293,740.00
Capital Expenditure	R5 790 325	30,874,688.00	33,293,740.00
Total	R21 828 410	61 749 376	66 587480

8.1.2.1 Grants and Subsidies excluding operating grants

Table 46: Grants and Subsidies

Funding source	Details (projects)	2009 R	2010 R	2011 R
National Government	Equitable share	7,615,000	8,738,000	9,622,000
	Municipal Systems Improvement Grant	735,000	735,000	750,000
	Financial Management Grant	1,000,000	1,000,000	1,250,000
	Sub-total	9,350,000	10,473,000	11,622,000
Provincial government Grant Allocations (indicative)	Technical support	0	0	0
	Provincial MAP	1,000,000	1,000,000	0
	Property Rates	0	0	0
	Valuation Roll	0	0	277,000
	Inter-departmental monitoring	0	0	0
	Debt Management System Implementation	0	0	0
	Project Consolidate: Internal Control and Audit Committee	0	0	0
	Project Consolidate: Organisational Structure & Systems	0	0	0
	Project Consolidate: Public Participation	0	0	0
	Sub-total	1,000,000	100,000	

Total	10,350,000	10,573,000	11,899,000
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8.1.2.2 Operating Income

Table 47: Operating Income

Details	Income
Council General	R 14 212 849
Municipal Manager	R 0
Corporate Services	R 37 875
Library	R 5 088
Protection Services	R 1 800 000
Engineering	R 645 161
Parks & Gardens	R 0
Refuse Removal	R 1 153 763
Municipal Buildings	R 258 369
Estates	R 93 700
Agri Village	R 0
Balele Rec Resort	R 610 179
Balele Game Park	902229
Budget & Treasury Office	7 419 965
Electricity	R 8 166 078
Assisted Houses	R 21 441
Total	35 326 697

8.1.3 Municipal Expenditure

Table 48: Operating and Capital Expenditure

Dep. Code	Department	Revenue R	Expenditure R	Surplus/ deficit R
260	Municipal Manager	0	1,214,154	-1,214,154
261	Corporate Services	54,000	2,234,553	-2,180,553
262	Library	5,950	122,172	-116,222
263	Protection Services	1,246,800	1,290,333	-43,533
264	Council's General Expenses	15,561,500	4,546,721	11,014,779
265	Engineering Services	518,390	9,238,776	-8,720,386
266	Cemetery, funeral Parlour and Crematoria	52,100	127,628	-75,528
267	Parks & Gardens	0	952,598	-952,598
268	Refuse removal, refuse dumps and solid waste disposal	1,125,459	1,052,133	73,326
269	Municipal Buildings	304,750	1,194,953	-890,203
270	Estates	93,700	2,860	90,840
271	Agri Village	2,000	756	1,244
272	Balele Recreation Resort	56,725	530,271	-473,546
273	Balele Game Park	489,330	779,748	-290,418
274	Stores	0	99,873	-99,873
275	Budget and Treasury Offices	1,348,100	2,866,640	-1,518,540
276	Property rates	4,381,299	43,430	,2,205,796
	Sub-total	25,240,103	26,297,599	-5,395,365
	TRADING SERVICES			
501	Electricity	5,632,075	4,670,294	337,526
603	Housing services	10,000	6,660	0
	Sub-total	5,642,075	4,676,954	337,526

	Total	30,882,178	30,974,553	-5,057,839
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8.1.3 Investments, Loans and Losses

Table 49: Investments, Loans and Losses

Project/ item	Source funding of	Amount	Vote number
Land Audit: Valuation Roll and Property Rate Policy	DTLGA and MSIG	R 880,000	0150 8090
Land Use Management System	DTLGA Spatial Planning Grant	57,649.00	0150 8091
GRAP Conversion	MAP	200,000	
Kingsley DFA - Application	Department of Land Affairs	R 174,000	0265 272 003
Total			

8.1.5 Assets and Liabilities

The asset situation is as follows:

Table 46: Assets

Assets	2008 (R)
Inventory	29 462.00
Debtors	1 067 218.00
Cash	2 100.00
Short-term investments	6 276 771.00
Short-term portion of long-term debtors	191 137.00
Recoverable Deposits	46 800.00

The liabilities are as follows:

Table 47: Liabilities

Assets	2008 (R)
Provisions	168 129.00
Creditors	138 061.00
Short-term portion of long-term liabilities	323 277.00

Asset Management strategies

The following strategies are being implemented as developed in the 2008/09 IDP review.

- Implement asset management policy.
- Conduct regular physical audit of all assets of the municipality ensuring that all assets are accounted for.
- Ensure policies are in place that prevents unauthorized use of municipal assets.
- Consider rent versus buy option when a new asset is required.
- Enter into service contracts with service providers.
- Arrange proper insurance on all municipal assets.

8.1.6 Costs of Services

The cost of service delivery is as per the tariff schedule attached.

8.1.7 Potential Sources of Income and Revenue Raising Strategies

A variety of funding organizations can be approached for additional sources of funding in addition to the existing sources of income.

Each of these has strategic priorities for their funding allocations, and conditions to be complied with. The idea is to approach these organizations for unfunded IDP projects.

Possible funding organizations include:

- Intergovernmental grants and subsidies;
- Private investors; and
- DBSA grant and donor funding.

National grant funding sources include programmes such as:

- Local Government Equitable Share;
- Neighborhood Grant;
- Municipal Service Partnership;
- Municipal Infrastructure Grant

8.1.8 Dept Control Measures

A Revenue Enhancement Strategy was developed and adopted by Council through the Management Assistance Grant.

8.1.9 Management's Response to the AG's report

See attached annexure A and also Annual Report for detail.

8.2 SDBIP

The Municipal Finance Management Act requires all municipalities to produce a Service Delivery and Budget Implementation Plan (SDBIP) for the 2010/11 financial year, on the basis of the approved Integrated Development Plan (IDP) and Budget.

See attached annexure D

The management's response to the AG's report is available on request.

SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.0 Organisational Performance Management System

9.1 Introduction and Background

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager has signed the Performance Agreements.

9.2 Performance Management Policy Statement

Both the Performance Management Framework and Policy outlined the objectives and principles of Emadlangeni Municipality PMS.

The **objectives** of the Emadlangeni PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The Performance Management System for the Emadlangeni Municipality is guided by the following **principles**:

- **Simplicity**

The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

- **Politically acceptable and administratively managed**

The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.

- **Implementable**

Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

- **Transparency and accountability**

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.

- **Efficient and sustainable**

The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.

- **Public participation**

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.

- **Integration**

The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.

- **Objectivity**

The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.

- **Reliability**

The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

9.3 Key Performance Areas

Vantage Holding was appointed by the Municipality in 2008 as service provider to facilitate the drafting and implementation of the PMS. This has not been finalized yet but the KPAs from the 2008/09 SDBIP was used and is attached.

The Draft PMS Framework plan states that a performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance are going to get measured and managed. It further ensures that a balanced set of measures

are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

The municipality has chosen the Key Performance Area Model. In terms of the said model all indicators are grouped together into four groups or perspectives. Since the municipality has adopted the Key Performance Model as the preferred model for Emadlangeni, it will need to group its measures under the following areas as per the **5 Year Local Government Strategic Agenda**: -

- 1) Infrastructure and Service
- 2) Socio-Economic Development
- 3) Institutional Transformation
- 4) Good governance and democracy
- 5) Financial Viability and Management

The IDP is linked to the PMS and in turn the organizational KPAs are linked to the five national KPAs as shown in the tables below:

Table 49: Linkages of the IDP to the Local Government: Municipal Performance Regulations for Municipal Managers directly accountable to the Municipal Managers

Key Performance Areas (KPAs)	IDP
Infrastructure and Services / Basic Service Delivery	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance
Socio-Economic Development / Local Economic Development (LED)	Economic Development; Integrated Service Delivery
Institutional Transformation	Institutional and Governance; Economic Development
Good Governance and Democracy / Public Participation	Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning
Financial Viability and Management	Institutional and Governance

Table 50: National KPAs corresponding with Organizational KPAs

National KPAs	Organisational KPAs
Institutional and Governance	Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning
Integrated Service Delivery	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance
Economic Development	Economic Development; Integrated Service Delivery
Social Facilitation and Development	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance
Environmental Management	Socio-Economic Development / Local Economic Development (LED)
Municipal Planning	Institutional and Governance

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

9.4 Employee Performance Appraisal Systems (EPAS)

This is a system that the municipality will be using to monitor and evaluate the performance of staff/ employees. The system was firstly introduced in 2003 but was never implemented. The system was also introduced in 2005 and a general session was held in 2008.

The objectives of the system are:

- Identify critical job elements, expectations, and performance objectives.
- Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- Establish agreement on the job objectives and the criteria that will be used for evaluation.
- Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge and abilities to perform as planned, to facilitate self assessment, to review and record performance, and to reward performance.
- Provide feedback on job performance, including strengths and weaknesses.
- Identify a means (for example, training) for improving performance.
- Identify realistic job and career opportunities.
- Provide valid information for personnel decisions that will affect the employee.
- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.
- To support the Batho Pele principles of service delivery.

9.5 Performance and Financial Audit Committee

The Emadlangeni Municipality has applied to the Amajuba District Municipality to share the Audit Committee. It consists of three members and meets quarterly. The Audit Committee Charter (rule) has been adopted.

SECTION J: ANNEXURES

10.0 Sector Plans

10.1 Current Status of Sector Plans

Since 2002, the Amajuba District Municipality has embarked upon the preparation of a number of sector plans in consultation with the local municipalities. With regards to the sector plans that have been finalised to date, these have been incorporated into the IDP in the following three ways:

- Projects identified through the sector plan have been included into the project tables;
- Key spatial elements have been incorporated into the Spatial Development Framework (SDF); and
- Relevant sections in the IDP, largely the sections in the Analysis Phase, have been updated with the facts and figures generated by the sector plans.

This section summarises some of the key outcomes of the sector plans that have been completed. Sector Plans that are in the process of being completed or are being reviewed are not included in this section.

10.2 Description of Sector Plans

10.2.1 Local Economic Development

The LED Plan was prepared by the DM in the 2003/4 financial year and its objectives were to provide a framework for the coordination of activities and decisions made by development agencies in the DM. The Emadlangeni municipality has approached GIJIMA to fund an LED plan which they have since been done. A Status Quo report was prepared but the service providers chose not to continue with the project.

The Amajuba DM offered to manage the process and the appointment of new service providers in order to finalize the plan.

10.2.2 Environmental Management Plan

The Environmental Management Plan (EMP) was prepared by the Amajuba DM in 2003 and has been prepared in terms of the requirements of the Municipal Systems Act (2000). In effect, the EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets. The plan provides the following:

- A statement on the environment;
- An identification of key areas for intervention; and
- Policies and strategies linked to a spatial plan.

The main objects of this plan are as follows:

- To provide Council with an environmental inventory which provides a basis for establishing an interlinked system of conservation reserves, good agricultural land and public spaces, and which will assist Council in the process of development management;
- To minimize harmful development tendencies which may affect the environment;
- To recommend environmental principles which will assist in the maintenance and improvement of the present urban environment; and
- To designate boundary limitations of conservation areas within the municipality so as to enhance species survival in the long term.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables. A problem with the projects identified is that they require large capital outlays and with limited municipal budgets and other competing priorities, it may take some time before these are addressed.

10.2.3 Waste Management Plan

The District undertook the preparation of an Integrated Waste Management Plan during the 2002/3 financial year. A *status quo* document was prepared which investigated the existing waste disposal and management practices in the three LM's as well as their potential life spans. This document investigated the potential for waste minimisation and recycling as well as the potential alternatives to the current treatment and disposal regimes. A guideline document was also prepared for municipal official as part of this process.

The plan explored the feasibility of providing a regional waste disposal site, but due to the distances between urban centres in the DM, the plan recommended that regional management of waste was not advisable and that each LM should continue with its own sites.

The plan recommended the following to the Emadlangeni Municipality:

- that site to be covered as frequently as possible to avoid wind scatter, the ideal situation is to cover after each dump. Probably more practical is to cover with soil after every week. This will reduce the visual impact of wing scatter; reduce vermin and breeding of flies on site.
- provided with adequate equipments which includes compactors for on site services;
- that fire should be discouraged onsite as these pose a health hazard to staff and people picking form the site;
- that rain water runoff should be diverted /channelled away from or around the donga where waste is being disposed.
- that access to the site needs to be controlled (site need to be fenced);and
- that pickers need to be controlled.

In the 2004/5 financial year the Amajuba District Municipality funded the fencing of the refuse site project in the Emadlangeni municipality.

10.2.4 Cemetery Plan

During the 2002/3 to 2004/5 financial years, the ADM prepared a cemetery plan which covered the three LM's. The plan covered five key issues/ guidelines on the establishment of cemeteries, namely:

- The identification and selection of cemetery sites;
- The design and layout of cemeteries;
- Community participation;
- Legal aspects; and
- Administrative considerations.

The cemetery plan, through community consultation and thorough analysis of geological elements, identified key 'windows of opportunity' where cemeteries could be located. The cemetery plan preparation process then, however, broke down as a number of the Amakhosi felt that they had not made significant inputs and identified potential 'windows of opportunity' in their areas. Further consultation was then undertaken and additional sites identified.

Cemetery sites identified in the Emadlangeni Municipality area are:

- Amantungwa;
- Kingsley;
- Groenvlei; and
- Nzima.

Funds were then allocated as part of the 2004/5 budget for the development of a cemetery but due to the additional sites being identified, the terms of reference for the consultants had to be adjusted. Currently the DM is undertaking a process of 'negative mapping' whereby geologically unsuitable sites are being eliminated and the remaining sites re-prioritised. Once this process is completed, the top priority site will be developed.

10.2.5 Public Transportation Plan

The District has completed its CPTR and is currently involved with the preparation of the PTP. The objective of the CPTR is to provide a record of public transport services, routes, facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM. The CPTR and the subsequent future updates of the CPTR will also be used for performance monitoring of the public transport services provided with the ADM, as well as to provide the ADM with a management and decision making tool.

This report has been utilised to update and cross-check the corridors identified in the Amajuba SDF as well as the Emadlangeni Municipality Spatial Development Framework.

10.2.6 HIV/Aids Policy

Currently Emadlangeni does not have an AIDS council, preparations are on the way to have one by the end of July 2010.

10.2.7 Disaster Management Plan

The ADM undertook both a Disaster Management Risk Assessment and Risk Analysis during the past financial year. These studies identified where risks for disasters are prevalent, their type and their potential magnitude.

The ADM also undertook a DM Section 78 Assessment to assess the capacity of the DM to provide Disaster Management and Fire services. The study concluded that the Newcastle LM's Protection Services should fulfil this function on behalf of the DM. The DM's Disaster Management covers the area of Emadlangeni Municipality.

The DM also appointed a Head of Disaster Management during this period in accordance with the Disaster Management Act.

10.2.8 Backlog Study

The Amajuba District Municipality was faced with a challenge of updating information regarding the basic service delivery since the next census is scheduled for 2010. The municipality was still using the census 2001 information which is dated and has exhibited many inaccuracies. To overcome the challenge, the Amajuba District Municipality initiated a Backlog Study with funding from Province during the 2005/6 financial year. The figures and information generated by the study have been integrated into the 07/08 IDP Review document.

10.2.9 Electricity Supply Development Plan

The Electricity supply development plan funding is currently being sourced from DBSA.

10.2.10 Municipal Infrastructure Investment Plan

The Municipality is being assisted by the National Department of Local Government with the drafting of an Investment Plan.

10.2.11 Water Services Development Plan (WSDP)

The Amajuba DM is a Water Services Authority and in order to comply with the relevant legislative requirements, the Amajuba DM initiated the preparation of a WSDP in June 2002. The WSDP covered, amongst others, the following:

- The WSDP work process included an extensive assessment of all water sector aspects and was the input to the design of a viable and sustainable WSDP;
- The planning process considered several options including both technical and customer service level options;
- The WSDP addresses the delivery of basic services but proposes a solution which will increase efficiency and promote development (economy of scale and yard connections to all customers); and
- The information was collected in the prescribed format and collated in accordance with the WSDP guidelines.

The WSDP has been utilised to prioritise water provision projects and funding allocations throughout the DM and the budget has been aligned extensively with it. It must also be noted that the WSDP is currently under review.

10.2.12 Housing plan

The Housing Plan has been developed in 2008/09 financial year and was approved as part of the reviewed IDP. The document is reviewed annually to update the information and ensure its relevance.

The aim of the plan is to identify the housing backlog so as to determine the housing needs in the Utrecht area as well as identifying land availability in rural and urban areas for low cost housing.

The Housing Plan is attached for detail information.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables. The Housing Plan is attached.

10.2.13 TOURISM PLAN

The Tourism Plan for the DM was prepared during the 2003/4 financial year and was prepared so as to put the district on a competitive edge in terms of its tourism attractions. The plan seeks to further develop the vision, strategies and objectives, formulated as part of previous planning initiatives for the region, into a reality through the creation of facilities and the marketing of draw card attractions and activities in the district. The plan:

- Identifies shortfalls in the development of tourism in the DM;
- Addresses unrealized tourism potential;
- Motivates effective marketing and promotion;
- Develops a facilities database;
- Identifies sources of funding for tourism initiatives; and
- Identifies specific projects with cost estimates to feed into future business plans to support project implementation.

The Tourism Development Plan identified Northern area including Zaaihoek dam in the Utrecht area having potential for eco-tourism and the area of Zaaihoek dam has also been identified as holding potential for recreation development.

Proposed projects identified for the Emadlangeni Municipality are:

- Golf Course and trout fishing;
- Birding associated with bird watching;
- Battlefield development;
- Craft sales network; and
- Game farming and hunting.

Elements of the tourism plan, including the tourism routes and projects, have been integrated into the DM's SDF as well as the Emadlangeni Municipality SDF. The ADM LED and Tourism Plan identified the need for the development of sector specific development plans, namely,

- The Tourism Signage Development Plan;
- The Amajuba Tourism Route; and
- The Battlefield Development Plan.

(a) The Amajuba Tourism Route

The aim of this sector plan was to cluster tourism products in order to market them collectively. The project involved the three LMs in the DM as well as key tourism role players and SMME's. The routes have currently been published in local newspapers and in the DM newsletter.

(b) The Tourism Signage Development Plan

The Tourism Signage Development Plan was prepared by the ADM in 2005 and aims at guiding all municipalities within the AMD and other stakeholders on the implementation of the Tourism signage within the area. The plan is linked to the Amajuba Tourism Route project which is outlined above.

The objectives of the study were as follows:

- Analyse the status of the existing Tourism Signage; and
- Develop a business plan to guide the development of all Tourism Signage in the DM.

The DM is currently in a process of implementing the plan and identifies six routes in the District with development potential. Two tourism routes have been identified in the Emadlangeni Municipality as part of the Tourism Signage Development Plan (2005), namely:

- **Amajuba Balele Route:** This is a scenic drive leaving the R34 at the turnoff to the Buffalo Bridge National Monument and going via the P374, the P42 and the P269 past the Zaaihoek Dam, to Groenvlei where it turns right to the P43, down to the P308 to the P565 and Utrecht.
- **Amajuba Bivane Route:** This leaves Utrecht via the P40 to the junction with the P43 where one leg turns left (T4.1) to go round to join the P308 which returns to Utrecht while a branch route turns right along the P43 to the junction with the P251 where it turns right down through the Blood River Poort, passing the battlefield and finally joining the R34.

Both these routes have birding and trout fishing potential

(c) The Battlefield Development Plan

The DM is branded as the "Battlefields", it has been the intention of the DM to offer tourists a complete battlefields package. A need was identified to upgrade existing battlefield sites in order for them to be in an acceptable state for visits by tourists. The objectives of the plan are:

- The analysis of the existing status of all the Battlefields in the ADM;
- The conservation of the sites of conflict within the ADM;
- The provision of sustainable business opportunities for local communities;
- The development of facilities at the local battlefields to attract more tourists;
- Develop a business plan to guide the development of all Battlefields in the DM.

10.2.14 THE AGRICULTURAL PLAN

In 2005 the Amajuba District Municipality has developed an Agricultural Sector Plan with its vision being to provide information to existing and future agricultural developers to assist with decision making on crops, markets, and investments, etc thereby ensuring planned and successful enterprises.

The Mission of the plan is to guide all LM's in the DM area and other stakeholders, on the development of the agricultural sector, ensuring well planned and successful enterprises that will not have a negative impact on the natural environment and other land users (industries, residential, mining), in order to provide long term economic upliftment, especially for the previously disadvantaged groups and economic sustainability for all the existing agricultural related enterprises.

The plan developed number of objectives to address the problems and challenges within Amajuba Agriculture with reference to:

- Agricultural development strategies,
- Identification of viable agricultural enterprises in terms of available bio-resources;
- Project identification of potentially viable projects;
- Simplified economic feasibility analysis of selected potential enterprises;
- Identification of the beneficiaries, funders, stakeholders, etc.
- 10 year development programme; and
- Capital and cash-flow requirements.

The plan identified the following alternative but financially viable crops that can be grown in the Utrecht area:

- **Cabbages**
- **November:** Highest potential in the north-western corner of the municipality and high potential in the mountainous areas.
- **October:** Highest potential in the lowlands adjacent to the Blood River.
- **Dry Beans:** Highest potential adjacent to the Blood River and Pongola Rivers.
- **Potatoes**
- **January to April:** Highest potential in the lowlands to the south of the municipality.
- **October to February:** Highest potential in the highlands to the centre and north of the municipality.
- **Peanuts (Dry):** Highest potential to the east of the municipality.
- **Peanuts (Irrigated):** Low to moderate potential in the lowlands.
- **Soya (Dry):** To the north-east of the municipality in the Highlands.
- **Soya (Irrigated):** Moderate to high potential in the lowlands and adjacent to rivers.
- **Walnuts:** Most of the northern highlands suitable.
- **Pecan:** Most areas suitable excluding the areas around Groenvlei and the Zaaihoek Dam.
- **Maize (Dry):** Most areas suitable with varying yields.
- **Maize (Irrigated):** Areas of highest yield along rivers and in the lowlands.
- **Sorghum (Dry):** Highest potential along the Pongola river, moderate to low potentials to the south).
- **Oats (Irrigated):** Highest potentials to the east of the municipality adjacent to rivers.
- **Rye Grass (Perennial):** Highest potential in the catchements around Groenvlei.
- **Wheat (Irrigated):** Highest potentials to the east along river courses.
- **Barley:** The majority of the municipality is suitable for barley, excluding the areas around Groenvlei and the Zaaihoek Dam.
- **Grapes:** The majority of the lowlands of the municipality suitable.
- **Cherry:** The majority of the highlands suitable.
- **Plumbs and Prunes:** The majority of the lowlands suitable.
- **Lemons:** The majority of the lowlands suitable.
- **Olives:** The majority of the lowlands suitable.
- **Thyme:** The whole of the municipality suitable.

- **Taro:** The whole of the municipality suitable.
- **Sage:** The whole of the municipality suitable.
- **Chicory:** The majority of the municipality suitable excluding the areas from the farm Waterloo north-wards.

It is recommended that the farmers interested in growing any of these crops should first approach the Department of Agriculture for assistance and guidance before embarking on planting.

Section J.1 Detailed Spatial Development Framework, Kindly refer to Annexure B

section J.2 Detailed Disaster Management Plan

A Disaster Contingency Plan was approved by Council on 15 October 2004

A draft Disaster Management Plan will be work shopped with Council for adoption in April 2009, please refer to annexure C

Section K : Appendices (Available on request)

Section K.1 Institutional Structure

Section K.2 Powers and Functions

Section K.4 Projects identified by Community Members

Section K. 5 IDP Implementation Report for 2008/09

Section K.6 Auditors General's Report and Responses

Section K.7 Public Participation Process and Participation Plan

Section K.8 Communication Plan

Section K.9 Annual Report

Section K. 10 Employment Equity Plan

Section K. 11 Skills Development Plan